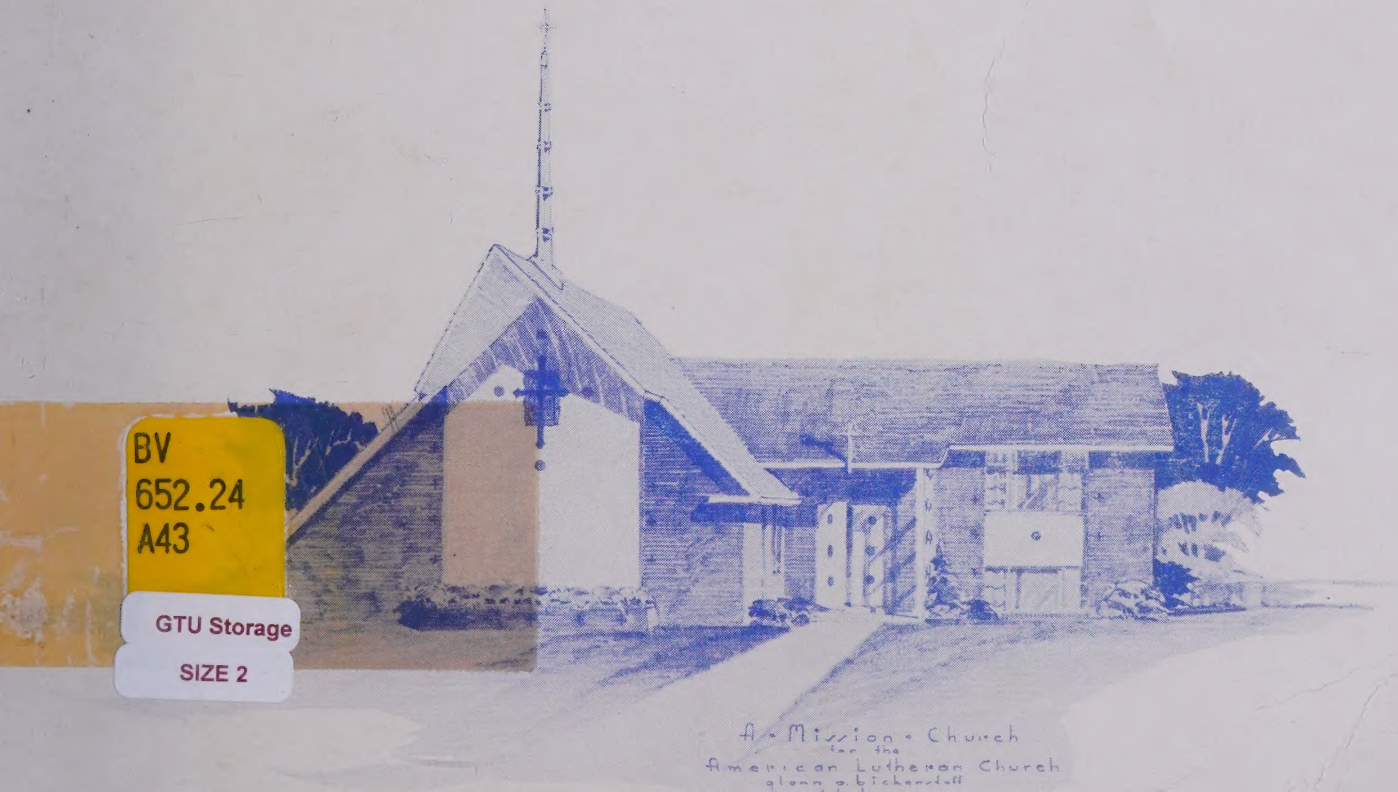
MANUAL

FOR

HOME MISSIONARIES

BOARD OF AMERICAN MISSIONS
AMERICAN LUTHERAN CHURCH
57 East Main Street Columbus 15, Ohio



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MANUAL

for

HOME MISSIONARIES OF THE AMERICAN LUTHERAN CHURCH

Issued by
The Board of American Missions
American Lutheran Church
57 East Main Street
Columbus 15, Ohio
CApital 1-7411

Acknowledgments

Sincere appreciation is expressed to those pastors and laymen who have sent suggestions and to the secretaries and correspondents who have shared in preparing this manual.

Sincere appreciation is expressed to the following for permission to use material from their manuals:
The Board of American Missions of the United Lutheran Church in America
The Board of National Missions of the Presbyterian Church in the U.S.A.
The National Council of Churches of Christ in the U.S.A.
The Board of Home Missions of the Evangelical Lutheran Church

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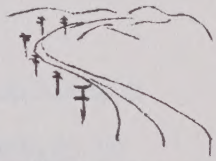
NOTE:
Exhibit A was supplied to all pastors. If you need a copy, order from Board of American Missions.

There are the other pastors of your area who can be of real help in finding your way into the community and to the people. This may be done through some form of ministerial association, or through individuals. You will know the local situation best and act wisely.

The people you try to reach are usually living as families. You may well seize every means to reach the family. This may be a chance meeting of someone on the street; it may be a child in Sunday school, just having come along with a friend; it may be a meeting in the barbership, the beauty shop, the grocery store, etc. Nothing, however, takes the place of a personal face to face visit to win the soul for Christ. Jesus, too, won them one by one. This will mean the canvass of your area, house to house visits by you - often assisted by a parish worker, (or lay worker enlisted for this canvass) to help find the people in your area. It will mean a constant watch or recanvass of the area as people move in and out. Your prospects will be classified as Unchurched, Inactive, and those active members of other Lutheran churches who will join this mission. These you will classify as urgent, good, uncertain and poor. You will serve all of these, but also recognize there are times when you will need to evaluate. If some calls must be left unmade certainly you would not leave the most urgent and good calls until last. However, let us be true to our calling, not fail the Master who asks us to "go into the highway and hedges and compel them to come in!". There is no magic formula for finding people who may be won for Christ, the Kingdom and the Church. Besides your personal visits from house to house you will find many other sources from which the names of people can be secured, the City Hostess, Welcome Wagon, Newcomers, and especially members already interested and aroused who can and will bring the names of others. Use your creative imagination for it is people we would win for Christ.



You may begin by being the representative of the Church to the total community, and the people of the community. Then you and your Church become the total church to the total community. Therefore, you will say, "This is the day which the Lord has made; let us rejoice and be glad in it." Yes, you know even Christ has sent you.

What you will do will be done according to the teaching and program of scripture, which you know and love. You will continue to grow in this grace and knowledge of our Lord and Savior Jesus Christ and give all glory to Him. Furthermore, what you do will be done according to the polity and policy of the American Lutheran Church, set forth in its Constitution and by-laws, Articles of Incorporation, Rules and Regulations of the Boards and Constitution of the organizations of the American Lutheran Church as included in Exhibit A.

In the Constitution and by-laws of the American Lutheran Church note especially page 3, Preamble; page 19, Section 8, item 1, and item 2-a; page 79, paragraph 1 and 2; page 79, paragraph 6, a-1; page 81, f-1.

The Pastor to the People of God

I. His office is that of the Holy Ministry, namely, a public servant of the Means of Grace, Word and Sacrament. (See Fifth Article of the Augsburg Confession.)

He is the Preacher that is publicly proclaiming the Word of God.

He is the Evangelist, seeking with fire and zeal to awaken or re-awaken the spritual life of the people. He is like Christ who came to save the world, i.e., a shepherd who truly leads the sheep back to the fold.

He is the Teacher, that is, by personal instruction, giving an answer to every man, a reason of the hope that is within based on Scripture - through the agencies in the congregation.

He is the Pastor, Counselor, that is "the art of communicating God's reconciling Word to the Individual in his specific situation."

He is the Minister, that is, he goes not to be ministered unto, but to minister.

He is the Administrator, that is, he is the leader in managing the affairs of the congregation. Here he functions in the new congregation as an executive secretary, an organizer, systematizer, promoter, financier, and above all gifted in good public relations.

II. Personal qualification now, especially as pastor serving a Mission

A reborn child of God, of spiritual maturity with a dedication to serve God and His people in the holy office of the Ministry in whatever place God has directed through the Call.

He will thus develop a humble confidence in his ability as a leader with a native interest in people.

He should have personal resourcefulness that will vitalize all with whom he comes in contact and in planning and programming - make the most of every situation.

He will further have a vision of the great things that can be done and yet realistic enough to care for the details of the immediate situation at hand.

He should be willing to work day and night to avail himself of all opportunities that people might be saved, the Kingdom built, the congregation organized and the Church built.

Let him be tactful in all human relationships, forceful but patient, never deviating from the truth of the Scripture and its principles, but always understanding and sympathetic.

He should be able to attract the best spiritual leadership for the Church; be able to use these for the work in winning souls - building the Kingdom - building the congregation - building the Church.

He should be able to bind the congregation into a tightly knit consecrated band working vigorously for the success of Christ's Kingdom.

He should be absolutely thorough in all his preparations, able to give answer to every man who asks reason of hope within - explaining so thoroughly and so convincingly that men will take it for their own.

He should have high standards in every phase of life and living that will set an example for the people with whom he is called to work.

He should encourage his wife (and family) to share in the full responsibility and opportunity of the calling, i.e., to be a real helpmeet not only in the home but in the full scope of the work.

He should be growing in grace and in the knowledge of our Lord and Savior Jesus Christ, giving Him glory both now and in eternity.

In addition to being a child of God, and of spiritual maturity, there are three basics in the above: 1. RESOURCEFUL 2. THOROUGH 3. TACTFUL

The Pastor's Personal Equipment

The full training and experience of an ordained pastor.

A library adequate to serve in full capacity as a pastor.

The materials furnished by the American Lutheran Church as helps to effectively carry out the program. Handbooks or annual packets are available:
a. Evangelism
b. Youth work
c. Parish Education
d. Home Missions
e. Stewardship
f. For financial officers

(See order blank, Exhibit C)

Have or secure the basic equipment necessary for a study and/or office. Effective use of essential equipment must be acquired as rapidly as possible. Wasteful and time consuming office practice can blight an otherwise effective ministry.

Clothes and personal appearance may be considered equipment or personal qualifications.

Comity

The practices or procedure among Protestant churches, specifically among the National Lutheran Council churches, to ascertain areas and fields in which the participating bodies may carry on home missionary work cooperatively, or if separately, without competition or overlapping.

A. A geographical area has been cleared through the Regional Home Mission Committee, National Lutheran Council. (For regulations see Exhibit R.) This geographical area must be definitely known by the missionary for it gives a geographical boundary to his field.

Should questions of comity-geographical boundaries arise the missionary should immediately contact his district mission committee chairman or secretary.

B. Any territorial assignment is for general evangelism and canvass work in a community, with emphasis on winning the unchurched, the indifferent, and the unsaved to a positive, active faith in Jesus Christ - and within the ethical policy of the church to seek transfers for those who have moved within the territory from other communities thus maintaining for Christ and the church such as have left their church home.

1. The privilege and duty of every pastor to call upon these people who are members of his church, or request his services, regardless of where they live, is generally recognized among us.

2. The privilege and duty of every active mission-minded member to affiliate with the church of his choice in the neighborhood of his residence is also coming to be more generally recognized.

3. It is the believer's privilege to join the congregation in which he receives the greatest nourishment and guidance to his faith, and through which he can provide the most effective outreach to the unsaved in his community and the entire world.

4. A reborn child of God will not be satisfied with "pulpit chaff" or pastoral neglect but rather seeks alert, competent spiritual guidance and nourishment.

5. Wise is that mission pastor who depends solely upon the nourishing growth in grace which his mission provides for the desire and decision of the people of his community to become members of the mission he serves.

6. A word of warning. Foolish indeed is that pastor who looks upon the members of the congregation as so many sheep to be herded into a geographical pasture, regardless of preference, and expects loyalty solely on the basis of proximity.

TIMETABLE

A missionary arriving on the new field of labor is usually filled with mixed emotions. Unless he comes directly from the seminary he has left a congregation which had at least a minimum of facilities. Driving through the field and seeing no church in which to preach, but only rows upon rows of houses, he is overwhelmed with the effort involved in establishing a congregation. There is also the feeling of opportunity because of the thousands of people living in the area. The

American Lutheran Church, through the district mission committee is convinced that a mission should be placed here and that it will grow to maturity. Little does the missionary realize the many blessings, opportunities, periods of testing and emotional growth which lie ahead in the next years of his life.

Following is a time-table which might be typical for the new mission for the first month after the missionary's arrival. Into this schedule the missionary will have to exert his best creative imagination and ingenuity.

First Week:

1. Agree with the chairman of your District Mission Committee on the name of the new church.

2. Notify Board of American Missions of correct mailing address and telephone number, exact date of arrival, exact name of new congregation.

3. Get settled in the parsonage.

4. Become acquainted with the community, know its streets, boundaries of the field assigned by the Regional Committee, know barriers, etc.

5. Call on neighboring Lutheran pastors and secure the names and addresses of those of their members who are interested in the mission.

6. Call on business and civic leaders in the community.

7. Begin calling on those you know to be interested in the mission.

8. Announce your arrival in good publicity releases to local papers and Lutheran Standard.

9. A secretary of the Board of American Missions will usually call on you to assist you in every possible way in getting your program off to a good start.

10. Begin looking for the best possible building site.

Second Week:

Hold a meeting of the interested to discuss date, time and place for first worship. This meeting will usually be held in the parsonage.

Appoint the following temporary committees:

1. Arrangements - to see that a place of worship is secured, prepared and equipped to begin holding services.

2. Ushering - greet people as they arrive, handle bulletins, registration of all present, receive offering, etc. Meet with these men to be sure they function properly.

3. Publicity

4. Temporary Sunday school teaching personnel, material, and program.

After time, place and date of worship are set, the pastor will have printed the initial piece of publicity material. He will then begin his survey calling in the community. This can be done from 9:30 a.m. to 9:00 p.m. Always leave promotional material at every house.

Third Week:

1. At least 200 calls should be made this week.
2. See that committee assignments are being carried out.
3. Set Sunday school plans in motion.

4. Another meeting of the interested may have to be held.

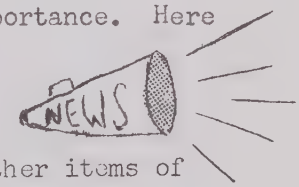
Fourth Week:

1. Make at least 200 more calls.
2. All committee assignments must now be completed.
3. A spirit of expectancy should be everywhere present over the holding of the first service.

NOTE: Where Sunday school has been held by neighboring pastors, or where a group is known to be ready for services the missionary should conduct the first service on the earliest Sunday possible.

PUBLICITY

Adequate publicity for the first service is of extreme importance. Here the imagination of the missionary and the laymen will reveal itself. In addition to the calling by the missionary, lay visitors should be enlisted to make evangelistic calls before the first service is held. The specific purpose of the visits will be to invite folks to the first service. Following are other items of publicity that can be used to good advantage:



1. Newspaper - both paid advertisements and news stories and announcements.

2. Hand-bills may be distributed in the field assigned by regional committee.

   Sample is shown in Exhibit P. Children can be enlisted and trained to do this.

3. Possibly radio, strip announcements, and television.

4. Personal letters by pastor to all prospects discovered in his survey calling. Some samples are in Exhibit P.

5. Telephone evangelism in addition to visitation evangelism.

6. Sign in front of place of worship at least on Sunday morning, giving name, time, place of worship and pastor's name, address and telephone number. Sample in Exhibit S.
7. Print brochure.

A limited amount of money may be spent by the missionary for publicity. Including brochure and other publicity no more than ₱50.00

may be spent before organization without prior District Mission Committee approval. Much free publicity can usually be secured by good news releases.

8. Each missionary is requested to send to the Board of American Missions' office 50 copies of the brochure or publicity piece prepared. These then become idea kits for other missionaries.

9. The Sunday bulletin.

10. The bulletin board.

11. A monthly parish paper.

SURVEY CALLING

Unless the field is extremely scattered, 400 survey calls in two weeks can be made. It is important that the missionary meets as many people as possible and radiates enthusiasm, even though giving the impression of being in a hurry to complete the total survey because his mission in the community is so very important. People will gain a favorable impression if he stays only five minutes, during which time he receives the necessary information for the permanent community master file, and gives a friendly invitation to attend the first service. You will carefully mimeograph or have printed an attractive invitation stating time, place, and date of first and following services. Other information included on this invitation should be the name, address, and phone number of the pastor. These invitations should be left at each home where the pastor calls. American Lutheran pastors overwhelmingly agree that American Lutheran families living within the assigned area are not only to be encouraged but are expected to help form the nucleus for the new mission. Others will also desire to become members and so express themselves at this first contact. For these use the Application for Membership, Exhibit D.

SUNDAY SCHOOL

It is usually advisable to hold the first Sunday school session one week after the first church service. Sunday school materials may be secured from neighboring American Lutheran Church congregations for the first week so that the first full order of Sunday school lesson materials sent to the Wartburg Press will be for the following quarter. The mission is entitled to a 50% discount on these materials the first year. (Use Exhibit E as order blank.)

FIRST SERVICE

An effective first service gives the new mission a good start. Select familiar hymns, preach a practical evangelical sermon, and generate zeal, enthusiasm and confidence. Usually it is best to use the common service and wear your accustomed vestments. Make everyone feel welcome. Every man, woman and child should fill out a card stating his name, address, church background, and interest in the new mission. To stimulate fellowship and friendliness, you may wish to serve coffee after the service the first few weeks.

FIRST MONTH:
1) Prepare for first service
2) Get acquainted with field
3) Hold first service

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
	In transit: Travel allowance established by District Mission Committee and District President according to computed plan before engaging van. If any question arises, get in touch with your District Mission Committee Chairman. Notify any local committee approximate time of arrival.			Arrival: Salary begins with date of arrival. Article for newspaper. Send complete address including phone number to: Board of American Missions, 57 E. Main St., Columbus 15, Ohio. Also to: District President and Regional Secretary.		Feel free to call for needed help from your District President, District Mission Committee and Regional Secretary of the Board of American Missions.
Attend Bible Class and Worship	1. Learn to know the community, and your field, streets and boundaries as set by the Regional Committee.	2. Order name cards as detailed as possible.	3. Call on neighboring pastors - secure names and addresses of those interested in the mission.	4. Get acquainted with business and civic leaders in the community.	5. Begin calling and organize a visitation program to all interested in the mission.	You are getting off to a good start.
Attend Bible Class and Worship	During this first period a Board of American Missions Secretary will (if at all possible) call on you to assist you in every possible way in the program.					
	1. Contact interested group for Tues. meeting.	Interested group meeting: date, time, place, first services, committees for arrangements, ushering, publicity, temporary Sunday School Superintendent.	3. Order sign.			
	2. Begin survey calls.		4. Order folder to be used in survey - check Handbook for funds allowed.			
Attend Bible Class and Worship	1. Continue to make survey and visitation	2. Complete committees and their specific duties.	3. Complete Sunday School plans - ever alert for teachers & officers.	4. Order Sunday School materials.		Subsidy checks arrive around 25th of month. determined with District Mission Committee.
	Order handbills.		Mail personal letters of invitation to everyone on responsibility list.			
Attend Bible Class and Worship	Mimeograph or have personal letters typed. Check newspapers. Place sign at least four days before first service.		Arrange for newspaper, radio, and TV publicity. Arrange for picture of first service. Include District President, District Mission Committee, Chairman and Board of American Missions Secretary in all your mailings.	Organize telephone survey, especially in areas of multiple housing.		End of first month.

SECOND MONTH:
1) Continue and complete as much as possible of community survey
2) Begin follow-up calls — visitors who have attended services
3) Follow through on Sunday School program
4) Organize Adult Membership Class
5) Appoint and meet with Steering Committee

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
						Check carefully every detail for Sunday. Secure necessary record books for attendance and finances.
First Service. First Sunday School? Send report to District President, District Mission Committee Chairman, Board of American Missions Secretary: church attendance, no. of families represented, no. of Lutheran families, no. of others	1. Continue survey of community.	2. Call on all visitors who have attended services.	3. Follow through on Sunday School.	4. Organize Steering Committee.		
Second Service First Sunday School?	1. Continue survey of community - - -

THIRD MONTH:
1) Appoint Constitution Committee
2) Begin plans for Organizational Sunday.
3) Concentrate on calls

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
	Begin Month Steering Committee meets. Appoint Constitution Committee - set date for first meeting.	Check all materials for constitution.	Continue calls.	Adult Membership Class		

REST OF MONTH: The program now leads toward the organization which may occur during third or fourth month.

FOURTH MONTH:
1) Complete plans for the Organizational Day
2) Receive all transfers
3) Complete Constitution

Sunday	General meeting to tentatively adopt Constitution			Adult Membership Class		
Sunday Organizations Sunday	Complete all entrees in record book.			Adult Membership Class		
Sunday Pastor is installed. First Communion?	Subsidy checks should arrive.			Adult Membership Class		End of Fourth Month

"First Service to Organization"

The initial stage in life of the mission has now been completed with the close of the first service. The first big impact has been made on the community. People have begun to respond to this ministry for the cause of Christ. The next step leads to organization and the actual launching of the mission as an organized congregation of the American Lutheran Church.

The following is a possible sequence of events:

First Month: 1. Prepare for first service
2. Get acquainted with field, people, etc.
3. Hold first service.

Second Month:

1. Complete survey of community.
2. Call on all visitors who have attended services.
3. Build up organization and membership of Sunday school.
4. Organize Steering Committee
5. Begin organizing adult and possibly youth instruction classes.

Third Month:

1. Begin the adult instruction class. Twelve hours of instruction should be an absolute minimum.
2. Appoint constitution committee to study enclosed constitution and complete it for that specific local new church. (See Exhibit C)
3. Begin plans for organizational Sunday. As Lutherans indicate a desire to become members of this mission secure their letters of transfer.

Fourth Month:

1. Complete adult instruction class. If this is not possible delay organization until completed or complete instruction after organization.
2. Complete plans for the organizational day, receive all transfers.
3. Complete constitution by the constitution committee.

ORGANIZATION

PRELIMINARY COMMITTEES

Missionaries must be willing to take sufficient responsibility for getting the program of the various committees under way. Thus the missionary avoids wasteful delays and meager results of the trial and error approach to decide by majority vote the best possible solution.

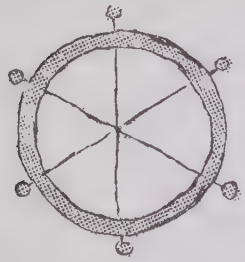
Pastors called to be missionaries should demonstrate ability and aptitude in suggesting and promoting workable programs for all these committees. The new committee members could thus gain experience as the programs developed in the local situation.

In only a few areas and a few committees do missionaries find laymen who are qualified to assume immediate leadership and even here the personality of the pastor with his expert knowledge of the total program and each committee's relationship to the other should be much in evidence.

There is no place in the mission program for the bashful, hesitant pastor, who is afraid of his own leadership. The pastor is endowed, trained, consecrated, called to lead in service. In their exercise of enthusiastic leadership talents multiply and abilities mature. This is the "abundant labor" Jesus requires of all.

All preliminary committees are temporary. This must be made clear as they are appointed. All terms of these offices cease with the organization of the congregation.

1. Steering Committee



Shortly after arriving on the field the missionary will have a meeting of the interested. At that time temporary jobs are assigned to facilitate the conducting of the first service. After the first service is held, the organizational structure is carefully expanded in scope. The missionary will appoint a steering committee whose number will depend on the size of the interested nucleus. This steering committee's term ends when the congregation is organized. The missionary is the chairman of the steering committee. He may appoint a temporary treasurer and secretary. Four temporary committees will be appointed by the pastor, the chairman of which will come from this steering committee. They are as follows:

2. Sunday School Committee

This committee will secure Sunday school materials, teachers, administrative personnel, and such other things as are needed in the carrying out of a good Sunday school program. The chairman, if experienced and qualified, may be the Sunday school superintendent. It is usually better to have the pastor serve as temporary Sunday school superintendent and lead opening service for first few weeks until ability and willingness of local talent can be carefully studied and appraised.

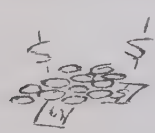
3. Publicity Committee

This committee is the beginning of an evangelism committee. It will secure brochures, hand bills, bulletins, put up signs, get newspaper coverage and so forth. It will send out Visitation Evangelism teams. Most pastors have training to qualify them as specialists in directing and promoting the work of this committee.

4. Worship Committee

This group will secure and maintain a place of worship, see that it is cleaned, provide ushering, get visitors to register, provide for organist or pianist, and any other duty connected with the holding of worship services.

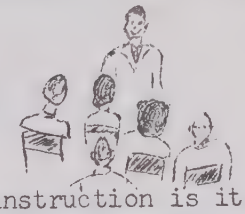
5. Finance Committee



This committee will see that money is properly received, banked, and that bills are currently paid. It will set up a bookkeeping system in accordance with Exhibit F, order envelopes, etc.* This group will promote sacrificial giving in the total stewardship of the total congregation. (*see Exhibit S)

ADULT INSTRUCTION CLASS

The importance of the adult instruction class cannot be over-estimated. If possible the missionary should include the entire nucleus in the adult instruction class. To the non-Lutheran it will reveal the truth of the Scripture as taught by the Lutheran Church and to the Lutheran who is already confirmed it will prove a good refresher course. Subjects that should be covered in this information class should include the doctrinal teachings of the Lutheran Church, the history of the Lutheran Church, a description of the life and work of the American Lutheran Church, the liturgy of the Church, stewardship in Christ and the administrative structure of the new congregation which is about to begin. The importance of the adult instruction is its effectiveness of the teaching and assimilation. Some provide 20 or even 30 hours of instruction.



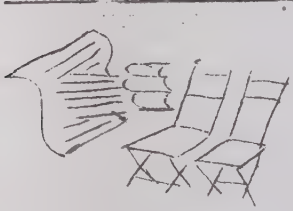
FINANCES

Until the congregation is organized it is the responsibility of the pastor to personally supervise the finances. He will receive the subsidy from the district mission committee. He is usually the one who will receive the money from the offerings and see that it is properly handled and banked, and he is in charge of writing all checks. Before organization a finance committee may be appointed to help the pastor. Full responsibility rests with the pastor until formal organization. Upon organization of the congregation the officers, as set forth in the constitution, will then take over the finances of the congregation. The administration of the congregation should be conducted in a business-like way. The Handbook for Congregational Financial Officers, Exhibit F, should be followed carefully and kept with the books. New officers then easily continue in the approved manner.

CONSTITUTION

All missions are expected to use the constitution, Exhibit C. The mission should carefully consider each part, then after adopting it, a copy of it shall be sent to the district president. The executive committee of the district must approve the exact constitution of the congregation before the congregation can be received into the district.

ORGANIZATIONAL SERVICE



This service is the high point in the life of the church. From this date all anniversaries will be marked. Plans must be sincerely made. The charter members of the congregation will never forget this day. A form of service is shown in Exhibit B. Following are things to be done in preparing for this service.

1. Secure a supply of bulletins, certificates.
2. Make sure that there will be enough chairs and hymnals for this occasion. Neighboring American Lutheran Church congregations would surely loan some of their chairs for this service.
3. Make sure of good ushering.
4. If the nucleus does not already have a choir, or other local talent, one of the neighboring American Lutheran Church congregations might be willing to provide one for this great occasion.
5. Copy the constitution in the Parish Register and after the service each charter member will be asked to sign this new constitution.
6. Arrange for a photographer to take pictures of the charter members.
7. Arrange for guest participation in the service. The missionary

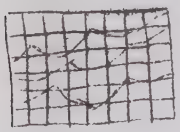
himself will want to do the confirming and the declaration of the Christian congregation. However, the missionary may want a guest preacher and neighboring pastors to participate in the liturgy of the service.

8. Good promotion on this occasion would include good newspaper coverage, handbills to the community and invitations to other Lutheran congregations in the area.

The missionary will feel the true sense and importance of this day. Birth is given to a new congregation. This is holy ground. This is the work of the Holy Spirit.

Pattern of Progress

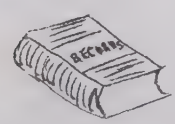
The unique nature of the Package Mission Program lies in the fact that enough money is available for the purchase of the church and parsonage site, the construction of the parsonage, and the first unit of the church, plus enough subsidy to bring the congregation to self-support. It is expected and required of every Package Mission that it do its very best and that the difference between its best operation and its minimum essential requirement be considered subsidy. It is also unique in the fact that the needs and requirements of each congregation are taken into consideration, together with its potential resources. Combining these factors, we assemble the table of expectancy, make a careful record of estimates and reasons of fact on which the estimates rest. All know what each expects and each share in the plan finally agreed upon by all. This we call the table of expectancy. A particular table or program dare not be automatically applied to one church simply because it worked in a neighboring church. The Table of Expectancy is prepared by a committee of three: the missionary (after not less than 6 or more than 12 months of service in this particular field) the district president or a member of the district mission committee, and a secretary of the Board of American Missions. When they agree on all items, the council or nucleus of the mission is convened and asked to go over the table carefully. After they approve it, it becomes the operational guide and norm for one year. After one year the congregation in official session, with the district mission committee member present is requested to adopt it as final. The form for this study is page two of Exhibit G.



The Administrative Structure

When the congregation is properly organized the pastor should not do all details of work personally. All laymen should share in the work and thus not overload any one of them. For that reason the congregation needs to be divided into work groups. The church council has not been elected as the only workers in the church. Rather they have been elected because of their leadership abilities. Therefore the church council itself should head these work groups. Around each work group chairman, who is a member of the council, other members of the congregation should rally. In the early life of the congregation there will be only three, four or five such work groups. However, as the congregation develops and the needs of the congregation change, more work groups will be added and divisions of labor will be marked. If the laymen are willing and able, written monthly reports from each work group should be made. Thus a report from each work group, a financial statement for the month, the minutes of the previous meeting, the pastoral report - all mimeographed and stapled together, should be given to each councilman a few days before the monthly meeting. The recommendations from each committee would thus form the bulk of the council meeting, keep the administrative structure of the church flexible, keep from spinning on dead center. See Exhibit Q, organizational chart.

Records

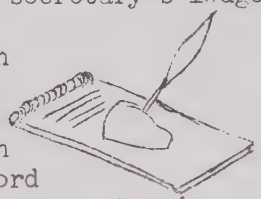


Every pastor is an administrator. In fact he holds a position similar to "general manager." The work of the church is a business, and a glorious business. The King's business should be done properly and in good order. The records of the church should be kept up-to-date, in neat condition, accurate, and in good volumes. The Official Church Record System is furnished to all new missions by the Board of American Missions. This will serve for the first ten years. Additional volumes should be of equal quality.

Proper financial record samples are included with the handbook as Exhibit F. The ledger can be purchased at any office supply store. Set up the books according to this system. Once it has been done, almost anyone reasonably careful and exact can keep the books of the congregation. The financial secretary's record for any type of envelope can be secured from the Wartburg Press.

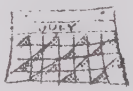
Secretary's Book

The congregation should be responsible to purchase a good secretary's ledger. The secretary should keep the minutes on paper other than the secretary's ledger. After the minutes have been taken, written up, and approved at the next meeting, they are to be copied as approved into the ledger immediately. Ledgers are available from stationery stores, loose-leaf, ruled for writing and plain for typing. After the book is full it becomes a permanent record by breaking the key in the seal. At the close of every year the secretary's record book should be inspected and approved by the Council.



Auxiliary Organizations

There is no set time which is best for the organization of church auxiliaries. The best advice that can be given is that when the congregation is ready for such auxiliaries, that is the time to organize. No doubt the W.M.F. or the Women of the Church and the Luther League would come before the Brotherhood. A congregation is ready for a Brotherhood only if the formation of the Brotherhood does not siphon off valuable leadership from the life and the work of the congregation. Materials are available from the respective auxiliary offices in Columbus, Ohio, when organization is desired.



SEQUENCE OF ORGANIZATION

In ample time before organization, mimeographed copies of the constitution prepared by the committee are distributed to all interested people and a meeting held for thorough discussion and tentative approval of the constitution which will be formally adopted on organization Sunday.

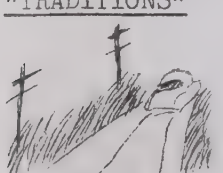
Organization Sunday - This is when the interested nucleus, upon the basis of their confession of faith, organize themselves into an American Lutheran Church congregation in the following order:

1. The morning worship service
2. Order for congregational organization - Exhibit B
3. Resolution authorizing incorporation.
4. Resolution to call a pastor.
5. Resolution to unite with a district of the American Lutheran Church
6. Election of the church council

Following Sunday: The pastor is installed.

Next Sunday: The first communion service is held.

"TRADITIONS"



If you do something once you have begun a tradition. There are many, many things that the missionary does once and for the first time. You are going to start a new congregation on its way. In so doing, you are establishing precedent - traditions. This is a fearful thing. It will take a rich measure of grace so that you will have strength and courage enough to start your traditions properly. Because of the tremendous load and the pressure of getting work started, you might be

tempted to compromise or take shortcuts - don't do it! In the long run they won't be short cuts, they will be headaches, problems, wrong traditions. Oh, that all of us might pray the prayer of Solomon that we might have wisdom and understanding!

THE PUBLIC RELATIONS TASK OF A MISSION CONGREGATION

Long ago, Jesus, with a surprising insight into modern thought, said: "Let your light so shine before men, that they may see your good works, and glorify your Father which is in heaven."

No mission pastor can operate under the delusion that he can go quietly about his routine work of preaching, teaching and visiting and suddenly, "lo, the Kingdom will come" to him and his little undertaking. We must ever be mindful of enlisting the powerful forces of public opinion as an ally to our work in the Lord's Kingdom. This mysterious force of public opinion can make or break the program of a new congregation, certainly shaping its destinies for years to come. Where this force is enlisted, there you will find evidence of its power and effectiveness; where it is overlooked, there you will find the beginnings of an attitude of smug complacency and ineffective institutionalism. Congregational isolationism from community life has early beginnings and must be dealt with from the moment a congregation is born.

A congregation, like persons, will possess some kind of a reputation in the community in which it functions. Impressions will be made on the mold of "public opinion" from the very first day of operation. We cannot take it for granted that our church's purpose or program will be automatically accepted, understood or appreciated. If we want to get public attention to our work, we must not be blind to the fact that there are many agencies, using clever attention-getting devices of modern origin, clamoring for the attention and support of modern people. The church must present a strong and worthy case, and this is not done through haphazard methods. The average man does not possess a clear understanding of the unique and intrinsic worth of the church. Public Relations work seeks systematically to break through this barrier of ignorance and indifference.

WHAT IS PUBLIC RELATIONS WORK?

Public Relations work is one of the newer social sciences, but the basic ingredients of it have been inherent in the Gospel all the time. Evangelism in its fullest sense is the essence of public relations. Increasingly there is a demand for a deliberate program of well executed public relations to be inserted into our church program. No longer can churches ignore the impact of organized promotion. The term "public relations" needs to be given some new dimensions of meaning as it applies to our parish program. It is not just the obvious of having a bulletin board on the front lawn of the church and a church "ad" in the community paper. It is the sum total of all of our relations both to our constituency as well as our contacts with the general public around us. Everything we do must give evidence of a deep conviction that our work is definitely important and moving towards specific goals. The purpose of public relations is to gain the widest possible acceptance of our Divine Message and goal.

The tools, approaches, and functions of public relations are as wide in scope as the entire field of communication between human beings. Anything that helps to convey to other people our acts, beliefs, and objectives is involved. To this end we see Jesus at work, mingling closely with people, living and working among them and enagaging them in conversation, showing them signs. Our day offers to us new and broader methods of communication, new channels of contact with people: printed matter in many forms, visual communication through pictures, and TV, and movies, oral transmissions of radio and recorders, telephone, increased contact by expanded transportation facilities, mail, etc. Everything is favorable for the church to cultivate a "partnership concept" with the general public.

SOME TOOLS WITH WHICH TO DO THE PUBLIC RELATIONS JOB:
a) The dissemination of information ....

1. Through news releases: This is only a part of the public relations program, but it is a very vital part. There are limitations that will be encountered. Local editorial policies, usually developed on the basis of so-called "reader interest" may limit your range of expression on many subjects in your local newspaper. But it is worth your time to cultivate a close working relationship with the local press and to use whatever news opportunities are open to you to share knowledge of events that happen in your church. Be sure to follow all the rules of propriety that apply to good journalism in dealing with the local press: clear, typewritten copy, promptness, reader interest material, timeliness, etc. Never allow your material to become stereotyped or routine.

2. Through your own publication: Every congregation, large or small, needs some sort of a house organ - a news-letter, monthly messenger, or even just a well-edited Sunday bulletin - but an outlet for the publication of certain facts and truths that pertain to your objectives and work. Care must be exercised here that this medium, whatever it is, does not deteriorate into something cheap and second rate. Material should be carefully edited for its public relations value. Nothing strongly prejudicial or vague will long hold reader interest. Any private publication must have readers in order to serve its purpose - the more the better. It is, therefore, as important to build a living mailing list as it is to publish the paper. That mailing list should be carefully screened and quite extensive. Great care must be exercised that this list is never abused. No one likes to be on a "sucker list". Keep addresses up to date - no reader appreciates having to pay "postage due" fees. Address lists usually have an average of 22% annual turn-over. You cannot afford to lose that many readers every year and still accomplish your purposes.

3. Through tracts, books, and other publications: Many valuable things are rolling off the church presses of our denominations. In these matters you are called upon to review, select, and then set up a circulation department in your community for these things. Many a visit or conversation can be sealed with a suitable tract or book; many a cause can be better promoted with suitable promotional literature. Just avoid "over-loading" - a single tract at the right time can do more than a handful. A book display covering certain emphases can stir the interest of many in a new cause.

4. Special printings: Several mediums for printed materials are open to the mission pastor. Each medium should be adapted to the purpose it is intended to serve. (a) pamphlets, special folders can be issued from time to time to explain various phases of your program or to promote some specific function. Do not crowd too much material into them nor try to touch upon too many subjects at one time. (b) annual reports and church directories can be made something more than just a listing of figures and dry statistics. Inject illustration and drama, highlight the unusual, feature human interest angles. (c) sermon reprints of a sermon series, or on special occasions, or sermon digests for home reading. (d) visiting cards with that personal touch, local flavor and information. (e) postcards, letter-heads with an eye towards promotion - vary these from time to time. (f) posters - dignified and neat, to promote specific parts of your program and work. Avoid the kind scrawled with crayon on some wrapping paper. (g) last but not least, the Sunday bulletin. Not enough can be said about making these neat, add variety and illustration, keep material interesting and purposeful. Any medium will fail to serve your ends if you fail to observe high standards of editorial, journalistic and lay-out efficiency.

MAKING OTHER PUBLIC RELATIONS CONTACTS THAT COUNT:

1. Exhibits can tell a story in a new, fresh way. They always attract the attention of both young and old. It is a means of conveying ideas quickly and dramatically. Exhibits with animation in them draw more attention than static exhibits. Keep card copy at a minimum. Leave some things to the imagination and insight of the viewer. Book displays, missions, religious education, projects, etc., are all possibilities for exhibits. Don't think only of your church as a possible scene for these - how about a store window, library, or public building?

2. Radio and TV opportunities are present in most communities. Take your turn at them, and when you do, work hard at creating a polished production using only quality material and performers.

3. Speaking opportunities in schools, service clubs, community gatherings, family observances, patriotic events, etc., are outstanding opportunities to win friends and to make your church known in the community.

4. Telephone, that instrument of convenience at our elbow, opens wide the door for a quick, brief, personal contact. Use it often for reminders and last minute personal invitations.

5. Movies, slides, photos .... all photographic equipment is useful in public relations work. Capture outstanding events and share them with others who were not there. Pictures never fail to capture attention and cause comment.

6. Meetings, conferences and conventions are community attention getters. There is something of prestige and progress that can be drawn from every such meeting. It gives your church something specific to publicize and it has many follow-up possibilities. Even mission congregations should play host to as many such activities as possible within the community.

7. Plays, pageants, movies, programs, concerts, lectures, etc. Here is a listing of items in which the public can find something of special interest. Such programming should get wide publicity, for it gives evidence of the church's interest in wanting to serve the people in the community with a religion of culture which can pave the way for contacts more in accord with your purpose.

8. Outdoor advertising can be striking. Outdoor bulletin boards that give evidence of weekly care and attention bespeak a concern of that church in good public relations. In addition, give attention to night time illumination, color, animation, seasonal decorations, banners and special signs for special events, good landscaping and care of grounds - all these to imbed impressions on public opinion.

9. Special services, classes, counselling, clinics, membership forums, etc. A liberal sprinkling of such special interest subjects into your annual calendar is a vital adjunct to your public relations program. There is no better way of telling your point of view than to have people come to listen in a setting that you have prepared. Special emphasis weeks can be the jumping off place for such programs in addition to your Sunday schedule.

10. Visitation and Social Welfare that takes the local church into local hospitals, jails, rest homes, and other places where people are concentrated because of social misfortune, should be of specific concern to the church. A schedule of chaplaincy and social service should be found early in every church program. Cooperation with the local courts of law is also an important public relations step.

SOME ADDITIONAL REMINDERS FOR YOUR PUBLIC RELATIONS PROGRAM:

1. Put your laymen to work. Laymen are usually interested in cooperating with something as progressive as public relations. Almost every conceivable talent and hobby can be put to use in this field if properly planned: photography, journalism, crafts in handwork and poster-making, electrical gadgetry, house wives can make telephone calls, gather news, serve teas, etc. In thus exploiting the talents in your membership you will be developing a compact, hard-hitting, public relations-minded, evangelism-conscious salesmanship for the Savior. After you have done this, then you can sit back and rely upon the work of the Holy Ghost. You will be surprised how the Lord lends his Spirit in direct proportion to this kind of effort in behalf of His Kingdom.

2. Don't forget the historical part of public relations. What you do in this field now can provide the most valuable material for a more adequate work in this field during the years to come. To this end (a) keep accurate and detailed records of all meetings of the congregation, and put these records into easy reference form; (b) keep a record of all published materials, including all Sunday bulletins, in chronological order; (c) keep a picture record of all special events, charter membership, pastors, properties and buildings, confirmation classes, outstanding athletic and recreational events, unusual accomplishments of members in their field and in public life, etc. Be sure this photographic library is properly labeled and identified with names, dates and places; (d) keep a scrapbook of all publicity releases with proper identification; (e) keep a record of all official acts, financial reports, anniversary events, etc.; (f) don't overlook the organizations and extra-curricular activities in your church.

   The commonplace of today becomes significant with the passage of time and a gold mine of resource material for the public relations program of tomorrow.

3. Finally, we would like to minimize the public relations value of any "gimmick" or money-raising devices, such as dinners, bazaars, sales, etc., inasmuch as these do not constitute honest or worthy Christian stewardship. They serve to defeat rather than to assist the public relations program of the church. Avoid these like that plague that they are and concentrate on true human relations that move on the plane of things spiritual.

NEWSPAPER - RADIO - TELLVISION PUBLICITY

Here is a help toward utilizing newspapers, radio and television to tell the story of your new congregation.

You will find suggested news releases covering some phases of Home Mission work, a proposed publicity schedule for the new congregation, advice from newspaper men themselves as to procedure in preparing news stories and suggestions for the use of radio, TV and advertising.

Use it! Fit it to the local situation! Take time to read it now!

I. HOW TO PREPARE A NEWS RELEASE

A. TYPE OUT THE RELEASE

1. DOUBLE SPACE YOUR COPY - it will save the newspaper the effort of re-typing it if it is in useable form.
2. USE ONLY ONE SIDE OF THE PAPER - linotype operators never turn a page; back side copy gets left out.
3. NEVER BREAK UP A PARAGRAPH AT THE END OF A PAGE - a two page story may be given to two linotype operators. Unless each page begins with a new paragraph, the second linotype man will have to wait until the first is done to maintain proper line spacing.
4. IF A STORY IS CONTINUED ON A SECOND PAGE, WRITE THE WORD "MORE" ON BOTTOM OF FIRST PAGE - this helps the editor from overlooking the second page.
5. START YOUR STORY 1/3 DOWN THE SHEET - this leaves room for the editor to write the headline and make his notations on the copy you submit. Saves his re-copying it.
6. NEVER SEND NEWSPAPERS A CARBON COPY, UNLESS IT IS EXCEPTIONALLY CLEAR - there is nothing so exasperating to the editor as copy he cannot read. If your story is important, it should warrant a clear copy.
7. USE A SEPARATE SHEET FOR EACH STORY IF YOU SUBMIT TWO STORIES - prevents details of one story from being mixed with the other. Saves the editor from re-typing both of them - and he appreciates time savers.
8. NEVER HAND THE EDITOR A SCRIBBLED NOTE - a story is no good if the editor or linotype operator cannot read it. They will more than likely throw it away.
9. PHONE YOUR MATERIAL IN ONLY IN CASE OF EMERGENCY - the editor does not have time to be everybody's private secretary via the telephone. It has to be typed to be printed. You can help out by typing it - the editor will be grateful for your service. That is good public relations.

B. BE SURE YOUR RELEASE CONTAINS

1. THE FIVE W'S
   1. who is involved - Mrs. Edwin A. Larson
   2. what happened - was elected president of Trinity Women's Missionary society
   3. why did it happen - following resignation of Mrs. L. A. Knutson
   4. when did it happen - at the monthly meeting Thursday afternoon
   5. where did it happen - in the Trinity Lutheran Church social lounge
2. Sometimes add a sixth - how? i.e., by unanimous ballot.
3. Put the climax at the beginning of the story; the most important news comes first. Some people never read beyond the first paragraph, including the editor.

4. Place the following in the upper LEFT hand corner - for the convenience of the editor in following the story through
   a) name- - - - - - - - - - - - - - John Doe
   b) church- - - - - - - - - - - - - First Lutheran Church
   c) St. address - - - - - - - - - - 385 Main Street
   d) town - - - - - - - - - - - - - Marysville, Iowa
   e) telephone - - - - - - - - - - - Lincoln 4891

5. Place the release date in the UPPER right hand corner - for release September 22 p.m. (this shows the editor you have not given the story to another editor at an earlier date to scoop him).

6. Do not use different release dates on the same story for different pagers - that is bad favoritism.

7. Have correct information.

8. Check all names.
   a) be sure they are spelled correctly - no one likes to see his name mispelled.
   b) give the full name, address and business or profession identification. (Not everyone will know who Mr. Brown is - there may be 200 of them in one town - but they will know Dr. Gerhard L. Brown, physician at the St. Luke's Clinic, 1221 Wax Street.)
   c) AFTER THE FIRST USE OF A TITLE, USE SIMPLY MR. OR MISS - The Rev. Arthur A. Savage, pastor of First Lutheran Church, Clinton, S.D., becomes simply Mr. Savage at the second use of his name in the story.

C. BE SURE YOU ARE REPORTING FACTS

1. NOT PERSONAL OPINION - not "a wonderful sermon was preached by the Rev. E. A. Samson", but "The Rev. E. A. Samson preached the sermon." The listeners can judge whether or not it was "wonderful."

2. DON'T BLOW UP A STORY OR STRAIN A POINT - if only 24 people are expected, say so. Don't lead the editor to believe the entire community will turn out.

3. DON'T PREACH - in the news story, unless you quote directly.

4. TELL ALL THE FACTS, GOOD AND BAD - editors respect such treatment and generally treat you more kindly when in a jam.

5. ADMIT SHORTCOMINGS, DON'T COVER UP - if a drive fails, don't pretend it didn't.

6. DON'T MANUFACTURE NEWS - let it be honest news, not prefabricated.

D. GIVE ENOUGH INFORMATION TO THE EDITOR IN YOUR STORY - better too much than too little.

E. BE COURTEOUS

1. DON'T PRESSURE A GROUP WITH THREATENED BOYCOTT FOR UNFAVORABLE COVERAGE - look into the cause for it. Maybe the situation can be remedied.

2. DON'T SUGGEST POSSIBLE HEADLINES OR PLACE FOR THE STORY IN THE PAPER - the editor knows better than you what is good news - don't insult him by presuming that you do.

3. DON'T COMPLAIN WHEN YOUR STORY DOESN'T APPEAR - it may have been a poor story. You may have gotten it in late. Editors are known to leave out material they have prepared themselves.

4. DON'T ASK THE EDITOR TO PRINT YOUR STORY SIMPLY BECAUSE HE BELONGS TO YOUR CHURCH - your story should stand on its own merits, sell the story on the basis of its own merits.

5. DON'T PLAY FAVORITES

6. ALWAYS GET YOUR STORY IN AHEAD OF THE DEADLINE - here is the pastor's greatest failure in the eyes of newsmen.

F. MEET YOUR EDITOR

1. Get to know him
2. Make your visits brief - he is a busy man
3. Don't lecture him as to what you want him to do - treat him as a man with good judgment and business integrity.
4. Be helpful - ask him what you can do to give him the news of your congregation.
5. Don't gripe when he re-writes your story or omits it - it may have been badly written from a journalistic standpoint and of no news value.

G. KNOW YOUR NEWSPAPER

1. Find out when it goes to press
2. Learn its deadlines.
3. Learn the paper's policy on pictures - do they use mats or glossy prints.
4. BE PROMPT IN GIVING THEM A STORY - don't rush in at the last minute except in case of emergencies - the earlier you get there, the better chance for a good spread.

H. PICTURES

1. The picture should tell a story in itself - without a cutline.
2. Always have a person in the picture - never just a building.
3. The persons in a picture should be doing something - not looking at the camera.
4. Limit the number of persons in one picture to not more than five.
5. Have one central focal point for the eye- so that a person can read the picture in one glance.
6. Have some human interest object in the picture.
7. Editors like pictures with children in them.

II. A LIST OF SUGGESTED SUBJECTS FOR NEWS STORIES

A. SUBJECTS

1. Meetings - circles, clubs, councils, committees.
2. Speakers - missionaries, educators, national officers.
3. Class Reunions - installations, conferences and district convention delegates.
4. Deaths - marriages, baptisms
5. Social activities, resolutions, patriotic services, anniversaries
6. Trips, jobs, celebrations, projects

7. New statistics, growth, building and wrecking
8. Drives, canvasses, worship, study
9. Tragedy, crisis, despair
10. Christmas, Easter, Thanksgiving, New Years
11. Names - officers, speakers, teachers, committees, confirmands
12. Recreation programs, Sunday schools, Christian Day Schools, Daily Vacation Bible Schools.
13. Training courses, enrollments, memberships, budgets, future plans
14. Sermon quotes, excerpts from speeches.

B. REMEMBER:

1. It is not news when regular meetings are held - it becomes news when regular meetings cease or effect a changed program.
2. It is not news what the hostess served at the meeting - list the committees instead.
3. It is not news how well the writer liked a person or how wonderful he thought a meeting was - that is private opinion.

III. 23 SUGGESTIONS FOR GOOD NEWSPAPER ADVERTISING

1. LEARN THE DEADLINE AND MEET IT WELL IN ADVANCE.
2. Distinguish between news and advertisements
3. Have a simple, balanced ad
4. Have a dignified ad becoming the church; climinate things appropriate to amusement page.
5. Do not fill entire space - leave something unfilled.
6. Remember the five W's
7. Do not use heavy, black type if possible, it looks gaudy
8. Do not use dark borders around the ad, use light ones if any.
9. Vary the type in the ad, both as to size, kind and blackness.
10. Mats for religious advertising are generally unsatisfactory.
11. Check with the editor before bringing in any cuts, they may not be able to use them.
12. Do not ask the editor to use a poor cut, it is better to make a new one.
13. Do not use old cuts; when the ad gets black, get a new one made.
14. Avoid using a reverse cut, i.e., where there is more black than white as in the movie ad.
15. Do not use headline letters nor print so small it is difficult to read.
16. Use a <u>good</u> picture or a picture of a symbol.
17. Use a positive approach, i.e., invite people, don't attempt to scare them away.
18. Do not simply list the time, place and topic.
19. Put in a message from the church, i.e., why go, what does the church offer.
20. If directions to the church are necessary, make them simple.
21. Be honest - do not make claims you can't back.
22. Get merchants to sponsor a "go to church" ad.
23. Sponsor full page ads on special occasions, i.e., loyalty months, etc. (not needed at Easter)

IV. RADIO AND TV HELPS FOR THE HOME MISSION PASTOR

A. The initial approach

1. Determine in advance, if possible, the radio and television outlets in the community.

2. Find out the religious broadcast policy of the various stations. In many instances a local council of churches or ministerial group coordinates all sustaining (free) time. It is important to know if the stations also sell time to religious groups on a commercial basis.

3. Attempt to get a listing from any coordinator of radio among the churches, or from the station itself, of all religious broadcasts now carried. For any possible program development, try to avoid duplicating existing type of program.

4. Call on the station and introduce yourself. It would be well to prepare a fact sheet on your new congregation to leave with the news staff (or in smaller stations with the program director.) It would be well if this visit could be timed with the distribution of a news release concerning one phase of your beginning work.

5. Follow through on this visit a short time later if you have a program idea to discuss with the station officials. Always have more than one idea at hand in any such discussion, and don't aim at having a station accept your first idea.

B. The news approach

1. Radio and television stations appreciate your considering them vital news outlets. So often churches think only of newspapers. Send any and all releases to the stations as a matter of routine. Find out the name of the person who would be most directly concerned and address material to him.

2. Items for radio news can best be used if they are (1) significant for the whole community (see criteria for news) and (2) brief and succinctly written in an easy-to-read-aloud style.

3. Television stations are interested in newsworthy photographs. Three pictures in sequence will be more appealing to TV stations than single photos. Copy in the form of captions (keep to less than 30 words per picture) should be clipped directly to the picture or pasted on the reverse side. Make sure all central figures are identified.

C. The incidental approach

1. Let the station know that you are available, as a pastor, to participate in their regular programs of a worthy nature as well as in programs they originate for special occasions. This may include various things such as (a) giving the reaction of a clergyman to news with a religious vearing (b) participating in a panel discussion on some social, religious, or civic topic (c) giving a commentary on meaning and interpretation of sacred music as it is included in classical music broadcasts.

2. Let the station know that you are willing to assist in any cooperation needed by the station that might involve the organizations of your church, such as participants for panels or quiz programs from the Sunday school, the men's, women's and youth groups.

3. Contact the station if visiting personalities appear at your church, in the event they may be interested in including on their programs interviews for their news or human interest value.

D. The program approach

1. After a study of the existing religious program on outlets in the area, invite a committee of idea persons (preferably those with some experience in communication, writing, speaking, drama, etc.) to think through a possible radio ministry that would have

a. a sound objective and goal
b. a target audience beyond the membership of the church
c. a workable and practical procedure - many otherwise good ideas would be simply beyond the limitations of a local congregation.
d. an adequate financing plan

2. Secure information from synodical sources on transcribed programs or script material available for your local support.

3. Consider the following program possibilities:

a. A weekly radio talk by the pastor in an informal chatty setting. This may be very effective in interesting the religiously indifferent and helping those seeking spiritual advice and information.

b. A regular discussion broadcast by a small group from the congregation (such as a youth panel) dealing with provocative and timely problems of broad interest.

c. A weekly program of church music. The choir or other music group might present its own selections, and recorded selections could fill in other programs. Cooperation might be established, under your initiative, to include choirs from other congregations. If this could not be a regular feature, it would still have seasonal possibilities.

d. A worship or devotional program might include a short sermonette and inspirational music, either live or recorded.

e. Broadcast of Sunday morning worship. First make sure that your church "sounds" good. If the choir, the organ, the singing, the preaching have limitations that put it below par, perhaps another approach should be tried first. However, if the opportunity exists under favorable circumstances,this may be a good thing to do.

1. The elements of the worship should be studied for their ear appeal and understandability to the un-initiated listener.

2. Consider using a narrator or commentator to help listeners "see" the service.

3. Consider broadcasting only a portion of the service which would include sermon, with music before and after.

4. Include the radio audirence in announcements, prayers and sermon.

f. A story time broadcast for children. If the pastor is talented at spinning exciting yarns, he would be ideal. If possible, audition Sunday school teachers, or someone from congregation with special talents along this line. The stories could be anything from Bible stories to lives of missionaries and religious heroes, or fiction that applies from a spiritual point of view. Sunday school papers may be a good resource, but permission should be obtained for use of this material.

E. The microphone (or camera) approach

1. Make it a person-to-person contact. Don't project to the crowd.
2. Avoid a stylized "professional" clergy delivery, tone, or pattern.
3. Use a script so you know what to say and can say it with fluidity.
4. Use word pictures; employ vivid, brief, and frequent illustrations.
5. Use short simple sentences; avoid heavy theological terms.
6. Don't cram script with too many ideas.
7. Make your opening a device for capturing the listener. Give him a reason for wanting to hear you, to stay tuned. Identify what you say with his life, needs, problems, experience.
8. Don't talk on the air as slowly as you ordinarily preach (except when actually broadcasting a worship service, of course.) Pauses can be awkward on the air.

VI. SUGGESTED NEWS RELEASES COVERING PUBLICITY PRIOR TO FIRST SERVICE

Stories to newspaper, radio, TV

1. Decision to locate congregation in Detroit Area - District President Office.
2. Pastor accepts Call - District President Office.
3. Purchase of site - Dist. Pres. Office
4. Arrival of parish worker - American Mission Office
5. Arrival of pastor - Dist. Pres. Office.
6. Announcement of arrangements for temporary meeting place taken personally by pastor to all city religious news editors and radio stations.
7. Announce first service date - pastors's office (from now on)
8. Picture of arrangements committee with cut line
9. Story to district or regional paper
10. First series of radio plugs begin 10 days before first service.
11. Arrangements at new church
12. Send out announcement-invitations to mailing list, 1 week before service.
13. Story on invitations, etc.
14. Second series of radio plugs; plus paid aid in papers 4 days before service
15. Story to residential shopping district newspapers 4 days before service
16. Picture of altar arrangements on TV; radio plugs; newspaper ad, Friday before service.
17. Picture of altar for morning paper, together with service reminder; radio; ad Saturday, 1 day before service.
18. Day of first service; arrange for picture three days in advance
19. Picture and follow-up to newspapers, TV; Lutheran Standard, day after service.
20. Thank you letters to donors, those registered, expressing hope to have them worship there regularly, the morning after the service.

NOTE: Pictures for TV should be in a series of three. Suggested series:
1. Three committee men moving altar to position.
2. Pastor examining new pulpit.
3. Pastor and laymen examining cross that is to go on altar.

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News Release
American Lutheran Church
Office of the District President
1748 Wiltshire, Berkley, Michigan

1. For release as soon as field is certified.

Dr. N. A. Menter Lincoln 6-6621

Detroit, Michigan - Plans were announced by the Board of American Missions of the American Lutheran Church here today to establish a new congregation. According to R. D. Lechleitner, American Mission Executive Secretary for the 600,000 member denomination, the new congregation will be started within ____ months.

Dr. N. A. Menter, Berkley, Mich., President of the Michigan District of the American Lutheran Church, will be responsible for calling the pastor. Rev. E. H. Schalkhauser, assistant to Dr. Menter, will supervise the selection of the site for the new church, Dr. Lechleitner said. The congregation will be started somewhere in .....(here state section of the city).

A new Home Mission policy was adopted by the American Lutheran Church in 1951. This "package mission" program provides for land, church, parsonage, and subsidy to

maturity for all new congregations. The capital portion is a loan from the more than 4½ million dollar revolving loan fund of the American Lutheran Church. The subsidy is a gift.

The total Home Mission program, now totalling some $4,500,000 in capital fund loans, is financed by yearly allotments from the annual American Lutheran Church budget, special gifts to the Building Fund, and the more than four and one half million dollar revolving loan funds owned by the Church.

The congregation to be established in Detroit is one of thirty-five congregations slated to be organized this year by the American Lutheran Church.

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News Release
American Lutheran Church
Office of the District President
1748 Wiltshire, Berkley, Michigan

2. For release when pastor accepts call

Dr. N. A. Menter Lincoln 6-6621

Detroit, Michigan - The Rev. I. M. Able, pastor of First Lutheran Church at San Antonio, Texas, has accepted a Call to begin a new congregation for the American Lutheran Church in Detroit.

The announcement was made here today by Dr. N. A. Menter, president of the Michigan District of the American Lutheran Church.

To be known as Faith Lutheran Church, the congregation is one of 35 being established this year by the American Lutheran Church.

Mr. Able, who is expected to arrive in Detroit within a few weeks, has been pastor of First Lutheran at San Antonio since 1951. Prior to that he served a parish in Southern California.

A graduate of Wartburg College, Waverly, Iowa, and of Capital University Theological Seminary in Columbus, Ohio, Mr. Able was ordained in 1947.

Mr. and Mrs. Able have three children.

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News Release
American Lutheran Church
Office of the District President
1748 Wiltshire, Berkley, Michigan

3. Purchase of a site for new church

Dr. N. A. Menter Lincoln 6-6621

Detroit, Michigan - Sites for the future church building, parish educational unit and parsonage have been purchased for Faith Lutheran Church in Detroit, to be organized soon.

A tract of land, 425 by 250 ft. has been purchased by the American Lutheran Church Board of American Missions, on Concord Avenue between Jersey and Gulf streets according to an announcement from Dr. N. A. Menter, president of the American Lutheran Church. Michigan District.

First of the buildings to be constructed will be the parsonage to be occupied by the Rev. I. M. Able who recently accepted the Call to serve as pastor of the new congregation.

When the congregation has become organized, plans will be made to construct a first unit of the church edifice and parish hall.

Construction of both the parsonage and the first unit of the church is to be financed by the Board of American Missions of the American Lutheran Church, throug its Church Building Fund loan plan, as a part of its program of establishing 35 new congregations in America this year.

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News Release 4. Arrival of Parish Worker
American Lutheran Church
Office of the District President
1748 Wiltshire, Berkley, Michigan

Dr. N. A. Menter Lincoln 6-6621

Detroit, Michigan - Work will begin soon toward the establishment of Faith Luthera Church in Detroit, it was announced here today by the Rev. E. H. Schalkhauser, Detroit, assistant to the District President of the Michigan District, American Lutheran Church, Dr. N. A. Menter.

According to Mr. Schalkhauser, activity will be intensified next week with the arrival of Miss Mary Work, Columbus, Home Mission parish worker for the American Lutheran Church.

Miss Work, who is a graduate of Capital University, Columbus, Ohio, will begin a three month survey of the area in which the new congregation is to be located. Purpose of the survey will be to contact residents of the area to determine who might be interested in future affiliation with the new congregation.

This preparatory work is a part of the American Lutheran Church Home Mission program to speed work upon the arrival of the new pastor, and to prepare the residents for possible future membership.

Miss Work has been serving in this capacity with the American Lutheran Church since 1952. Prior to that she taught school one year in Ohio. Her home is at 9746 Pleasant Ridge, Columbus, Ohio.

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News Release 5. Arrival of Pastor
American Lutheran Church
Office of the District President
1748 Wiltshire, Berkley, Michigan

Dr. N. A. Menter Lincoln 6-6621

Detroit, Michigan - The Rev. I. M. Able will arrive in Detroit Monday to begin work as pastor of what is to become Faith Lutheran Church in Detroit.

Mr. Able, who comes here from San Antonio, Texas, will establish headquarters at his temporary residence at 989 Bloomington.

A site for the erection of a parsonage and church building has been purchased on Concord Ave. between Jersey and Gulf Streets by the Michigan District Mission Committee of the American Lutheran Church through the Church Building Fund of the Board of American Missions. In its continued church extension program one new church has been started every 12 days.

Assisting Mr. Able for the next few weeks will be Miss Mary Work of Columbus, Ohio, American Lutheran Church Home Missions parish worker, who arrived here on _____ and who has been conducting a house to house survey in the area of the proposed church.

Plans for the opening service will be announced later, when a more complete survey of the area has been made.

Services for the installation of Mr. Able will be delayed until after the formal organization of the congregation following the first service, according to Dr. N. A. Menter, Detroit, President of the Michigan District of the American Lutheran Church.

Mr. Able, who is beginning work in his third parish since his ordination, has been active in church youth work, having served on the Texas District Luther League Committee for the past five years.

Mr. and Mrs. Able have three children: Karen 11, Joan 7 and Karl 3.

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News Release
Faith Lutheran Church
989 Bloomington
Detroit, Michigan

6. Arrangements for temporary meeting place

Rev. I. M. Able MOhawk 7-7777

Detroit, Michigan - Permission has been granted for the use of the John Mason High School gymnasium, 313 Gulf Street, for worship services of the Faith Lutheran Church congregation in Detroit, "until such time as regular church facilities become available," the Rev. I. M. Able said today.

The first service will be held early in July, Mr. Able said.

Mr. Able, who has accepted a Call to serve Faith Lutheran Church, arrived in Detroit on May 29 and since then has been directing the work of organizing the new congregation. A preliminary house to house survey in the area to be served by the new church has been conducted by Miss Mary Work, parish worker for the America Lutheran Church Department of American Missions.

The location chosen for the new church and parsonage is on Concord Avenue between Jersey and Gulf Streets. Funds for construction will be made available by the Board of American Missions of the American Lutheran Church as soon as necessary arrangements have been made with builders.

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NOTE: As stated previously, all news releases should be double spaced. These samples have been single-spaced to conserve space in this handbook.

Other news releases should cover:

7. The first service announced in advance.

8. Picture and follow-up of the first service

Then follow with news stories on:

1. Announcement of orientation meeting
2. Orientation meeting follow-up
3. Announcemnt of first communion service
4. Announcement of organizational meeting
5. Follow-up for organizational meeting
6. Awarding of building contracts
7. Ground-breaking ceremonies for parsonage and church
8. Mobilization meeting follow-up
9. Building progress report - excavation begins
10. Second building progress report - foundations complete, etc.
11. Cornerstone laying
12. Third building progress report - ready for occupancy
13. First year anniversary
14. Completion of church unit
15. Dedication of parsonage and church
16. First service in new building
17. First confirmation service
18. Congregation becomes self-supporting
19. Mortgage burning
20. Plans for a new unit.

Check List of Early Assistance

1. Moving and Travel Expenses are now on a weight-distance basis. The district mission committee determines the amount in correspondence with the missionary, on basis of the size of family and weight of belongings. Once agreed it is definite and exact.

In new fields the district mission committe vouchers the entire sum to the missionary. In organized congregations, the district mission committee agrees with the church council how much each will contribute toward the cost.

In all missions the missionary agrees with the district mission committee as to the total amount for moving and travel. The district mission committee deals with the congregation as to the source of the funds.

2. Official Notices - Upon arrival in the mission, the pastor is responsible to notify the chairman of the district mission committee and the Board of American Missions, 57 E. Main Street, Columbus 15, Ohio, of the following:

a. Exact and complete mailing address of the pastor and telephone number.
b. Exact and complete address of the mission if different than pastor's
c. The name of the mission, as soon as an official name has been agreed upon.

The Board of American Missions will notify the Statistical Department, the Lutheran Standard and the Year Book Editor.

3. Equipment

The missionary is responsible to check with his advisor on the mission committee to determine what items of equipment have been ordered prior to the missionary's arrival and what the missionary is expected to order. The following check list is arranged for convenience:

A. Mimeograph - Every mission must have a mimeograph. In some districts the mimeograph is purchased from new equipment appropriation, in some there are special gifts for it. Your district mission committee will advise you how it is in your district.

A good mimeograph is a wise investment. Don't be deluded by off-brand and cheaply constructed machines. Time consuming delays, smudgy, poorly-registered bulletins soon off-set original low cost of the unsatisfactory machines. The Board of American Missions therefore recommend the Gestetner No. 120 or the A. B. Dick Model 90 or equivalent. It is much better to have a good used machine than a poor new one. In most instances the new mission should have a new machine.

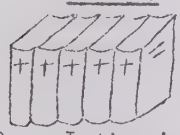
The missionary must have a good stencil cutting typewritter. Usually the missionary owns one. If not, the mission should buy one with the advice and consent of the district mission committee. Special care in any typewriter purchased by a mission is very important.

B. Hymnals - The Junior Mission Band of the Women's Missionary Federation gives every new mission 50 church hymnals and 50 Sunday school hymnals. To obtain them use Exhibit O. (NOTE: If your mailing address is a box number, please send exact street address to which books are to be shipped. The shipment is usually made by motor freight and a post office box number is of little value in making the delivery.)

The Wartburg Press allows discounts on the first order of church hymnals purchased by the mission. To obtain this discount write "first order - new mission - special discount" on the order when you send it to the Wartburg Press.

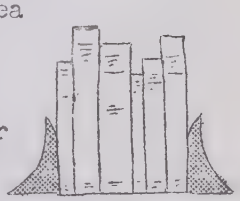
Do not confuse this first order that you pay for with the free hymnals provided by the Junior Mission Band of the Women's Missionary Federation. They are two distinct hymnal orders.

C. Bibles - The Women's Missionary Federation supplies twenty-four R.S.V. Bibles to every new mission for use in the church and Sunday school program. To obtain them write to the Board of American Missions, using Exhibit O.



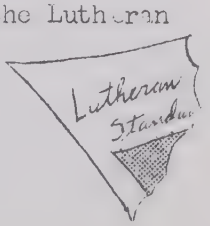
D. Luther's Small Catechism A special fund for the distribution of Christian literature has been established by the Women's Missionary Federation. 200 "Christian Truths Made Plain" are available free to every new mission. As more are needed they may be reordered. They are supplied free of charge to any American Lutheran Church pastor for use in evangelism and missionary outreach.

E. Junior Mission Band Library - The Junior Mission Band, under the supervision of the Women's Missionary Federation, is anxious to be helpful in developing a full-orbed program in this area in every package mission. If you will write to the Women's Missionary Federation requesting a promotional packet, it will be sent free to you and it will contain the necessary information for the organization and development of a Junior Mission Band. As soon as you have succeeded in organizing a Junior Mission Band and have it functioning, if you will advise the Women's Missionary Federation that you have now actually organized and working a Junior Mission Band, the Junior Mission Band Department of the Women's Missionary Federation will send you $10.00 worth of books, which will be helpful in the developing program of this phase of a congregation's life and activity.



F. Congregational Record System and Pastor's Journal - The Board of American Missions supplies each new mission with a complete record system consisting of the binder, all necessary parish and statistical record pages, the pastor's journal page, the family index cards and complete instructions for use. To obtain it write to the Board of American Missions - see Exhibit O.

G. Lutheran Standard - To encourage all missions to place the Lutheran Standard on their budget on the Honor Roll basis every year, thus having it sent to every family in the congregation, and to ease the initial cost to the missions during the first year, the following plan has been approved by the Board of American Missions:



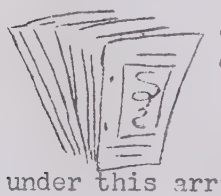
H. (continued)

Honor Roll subscription price is ~~1.75~~ 2.00
The Wartburg Press pays ~~.43 3/4~~ .50 per subscription
The Board pays ~~.43 3/4~~ .50 per subscription
The congregation pays ~~.87½~~ 1.00

The above rates will apply on the following conditions:

1. When the mission votes to adopt the Honor Roll plan.
2. When the names and address of all member families are mailed on the order form, enclosed Exhibit I, between January 5 and February 15 of the year following the year work was begun in that mission. (Missions started after January 1 of any calendar year must wait until the next calendar year to avail themselves of this offer.)
3. Missions agreeing to add at their own expense and at the regular Honor Roll rate all the new families that join during the year and subsequent years.
4. Any mission neglecting to comply with the time requirement (January 5 to February 15) shall forfeit the privilege of this offer.
5. Each congregation is to be submitted on individual lists. If a parish consists of two or three congregations, there must be a separate list for each congregation, clearly identifying exactly the congregation concerned. Send all orders direct to the Wartburg Press. Address any correspondence, questions or inquiry to the Board of American Missions. Use order blank Exhibit I.

I. Sunday School Material - The Wartburg Press and the Board of American Missions have each agreed to supply three month's Sunday school material to new missions of the Church free of charge, if the mission orders a full year's supply at one time and agrees to pay one half the cost.



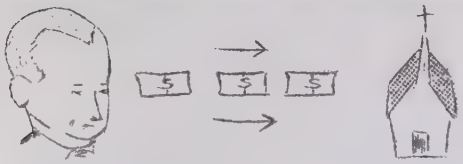
Any mission not using American Lutheran Church material will not receive an allowance for the purchase of other material under this arrangement.

To be quite clear - the Board of American Missions is supplying three months and the Wartburg Press three months, and your Sunday school six months of the year's material. You will be billed for one half the price of one year's material. Orders must be placed not later than the first September 15 after the mission is begun. Use order blank Exhibit E.

J. Child's Paper and Lutheran Youth - The Wartburg Press provides the first three months of these papers free to new missions. To obtain, include your order on the special order blanks for Sunday school material mentioned above in item I.

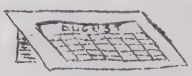
SUBSIDY

By far the largest material gift received by the average mission is the subsidy made possible by the half million un-named and largely unknown children of God who give regularly and liberally to the American Lutheran Church benevolence program that missions may be nourished to maturity.



Many factors share in determining how much subsidy is needed and how it should be given. At this point we discuss only the first four months' subsidy.

When the missionary is on the field the following items are determined on a monthly basis by the missionary in conference with his advisor from the district mission committee: Pastor's salary, pastor's rent, church rent, operational expenses, fixed fees, total monthly needs.

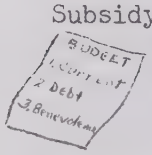


From this total monthly sum an estimate of the local giving is deducted each month for four months. The difference between the anticipated local income and the total needed by the congregation is sent each month, by voucher of the district mission committee, through subsidy checks of the American Lutheran Church.

These checks are issued between the 20th and 30th of each month to reach the missionary around the end of the month for which the check is written. Where advance rent is required arrangements are made accordingly.

The subsidy is requisitioned by the district mission committee from the Board of American Missions. All checks are mailed directly from the Columbus office. No subsidy request from a mission is granted without district mission committee voucher authorizing payment.

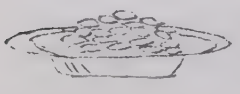
All offerings of the congregation are deposited in the local bank in the congregation's name. All subsidy received is also thus deposited. From this account all bills are paid which do not exceed the budget agreed upon at the beginning. Any item exceeding the budget must have approval of the district mission committee representative prior to incurring the expense or paying the demand, even when adequate funds are available to meet the payment.



Subsidy is never designated for a particular item such as rent or salary, but is always given to enable a congregation to balance its local budget. It is reported as income along with the envelope offering, plate offering, special offering and the like.

Until an organization is formed and the congregation is incorporated the missionary is responsible for all records. This includes itemized record of attendance and income and expense of all phases of the program - Sunday school, church, organizations and the like. After organization and incorporation the proper officers of the congregation take over these duties. In either case (pastor keepir record or officers of the congregation) all records are to be ready for inspection by the district mission committee or the Board of American Missions. Reports shall be issued as requested by the district mission committee on Form Exhibit J.

It is the pastor's responsibility to see to it that the congregation is properly trained in the protection of its funds. Offerings received during a meeting should not be left in exposed places where they would be a temptation to some weak person to steal a portion or all of the offering. People should be immediately appointed who are responsible to place the money in safe containers or see to it that it is properly cared for from the moment it is received. Offering plates left on the altar should



never be filled with money which is left there unguarded. Special offerings such as birthday offerings and the like should not be left in buildings overnight or in places where those who are not yet in the grace of God would be tempted to help themselves to the Kingdom's money. This is definitely the pastor's responsibility and he should be alert to detect neglect in this area and correct it immediately.

In all instances:

No obligations are incurred nor commitments made without district mission committee approval in advance. To obtain this approval contact either the chairman or secretary of the district mission committee or the president of the district.

In general the first $15,000 of a package is set apart as funded subsidy for the mission from founding to self-support. This is available to the district mission committee only. The exact grants to the mission are determined at a later da

Where it is evident that this much will not be needed, some may be transferre to the capital investment phase of the program by action of the district mission committee.

Annual Subsidy Requests

Every mission receiving subsidy after January 1 of the year following its founding must submit to the district mission committee an annual "Application for Support." This application must be prepared each year in triplicate. All three copies are mailed to district mission committee chairman or secretary between December 31 and January 5. All information requested is on a calendar year basis (Jan. 1 to Dec. 31). After the annual meeting of the district mission committee one copy will be returned to the congregation, showing the subsidy granted for the year, one copy is sent to the Board of American Missions, one copy filed with the secretary of the district mission committee. These are the official records which should never be destroyed. They should be always available for reference to all interested parties.

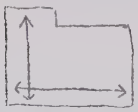
These applications must be submitted by all missions, even where the amount of subsidy has been agreed upon in advance.

When one parish consists of two or more congregations, three copies are submitted for each congregation. Subsidy - pastor's salary, etc., - is then prorated to the fair portion for each congregation. For example: A pastor's salary may be $3,600. He serves three congregations. In "A" application his salary may be $900, in "B" $1,400, in "C" $1,300. Parish total salary $3,600 would not appear on any Blank. The district mission committee would add all three to determine total salar

Both the congregational officers and the district mission committee officers must sign all three copies on the back page. (Sample application for support form is attached to this handbook as an exhibit "G".)

BUYING LAND

Ideal would be 300' x 300'. Fair, 150' x 400'. Certain principles are to be followed and the attention of the missionary is particularly directed to the bibliography in which valuable suggestions are contained. We simply mention a few here.



Enough Land to meet the needs of a normal congregation for one generation.

Off-street parking is becoming more important every decade. Accessibility to the parking area is very important.

Church Parking Facilities

The parking area should not be restricted to the rear or an isolated portion of the lot; the auto is a part of daily living as is illustrated by the prominent location given to the garage or carport in modern home design.

When your church is blessed with a site of other than flat topography, the architect should work with the grades, and not fight them, in developing building units. This also applies to parking areas -- they should be placed at different levels and locations to serve the entire plant.

Cars parked outside of stores and restaurants create a favorable impression -- and this is also applicable to the church. If cars are parked at front or "front side" of the main buildings, it is advantageous, architecturally, to treat the parking area as a sunken garden, when possible, even if the depressed area can only be a foot or two.

The traffic pattern should be a simple one with traffic directed by directional arrows (self service), and the spaces for parking marked off. Wherever possible, cars should enter from main highway, and there should be an exit leading to the secondary street.

The parking area should be well-drained, and grades on drives should be figured for year-round usage. -- together with adequate foot-walks to and from buildings. How much space -- for parking facilities?

Assuming a church plant for which the ultimate church building would be designed to seat 400 people -- and using the national average of 3.7 persons per family and one car per family, we have: Approximately, 100 families = 100 cars + 10% to 12% for single arrivals about 110 cars @ 300 sq. ft. per car = 33,000 sq. ft. (about 3/4 acre of land); this, of course, assuming a full church and no one walking, etc. If land is cheap, 400 sq. ft. per car would be wise. Adjustments should be made to the individual situations.

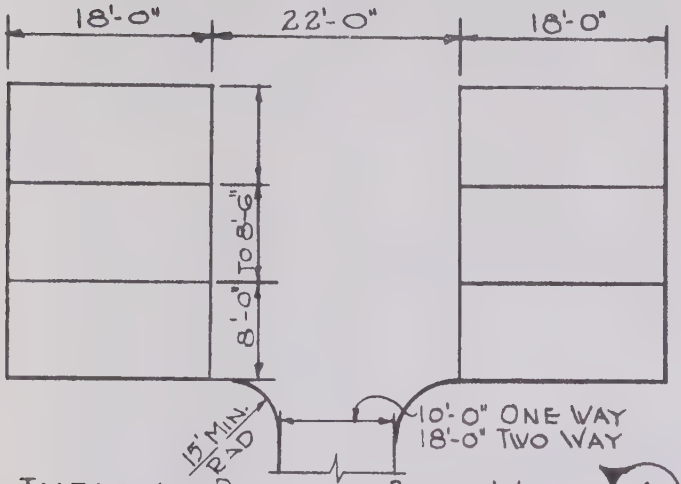
In laying out the space, we prefer 45° angle parking wherever feasible (90° is often preferred by others and is more economical for use of space) -- the 45° method requires one-way traffic.

You must include parking in your preliminary plans when submitted to the Board of American Missions. See attached sheet for typical layouts, dimensions, etc.

The full program should be planned at the time the first units are constructed. Working blue-prints are prepared only on the units to be built at that time. For the rest the preliminary sketches are sufficient, if they are carefully done and accompanied by elevations. Only thus will the unwise cluttering or poor placement of first units be avoided. When the land area is small and some doubt exists as to

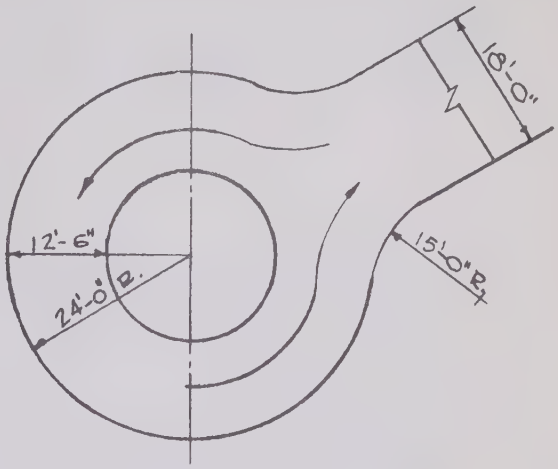
· CHURCH · PARKING · FACILITIES ·

· BASIC · DATA · FOR · PLOT · PLAN · LAYOUT ·



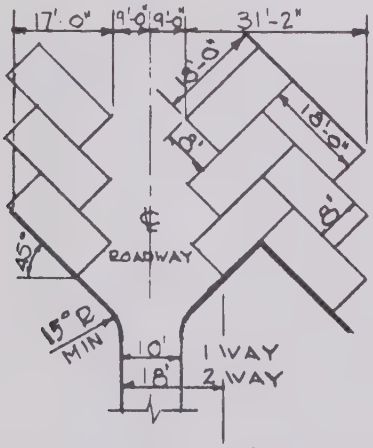
TYPICAL PARKING BAY WITH 90° PARKING BOTH SIDES

1



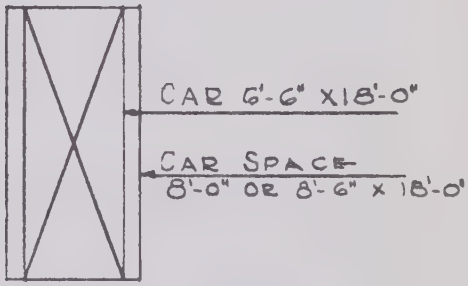
TURNAROUND WITH MINIMUM RADII FOR FULL CIRCLE

4



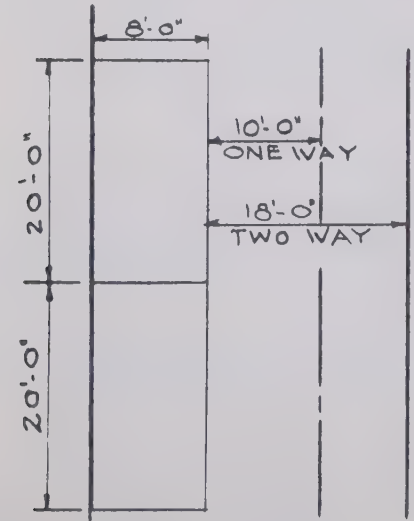
INTERMESHING OF 45° ANGLE PARKING STALLS

2



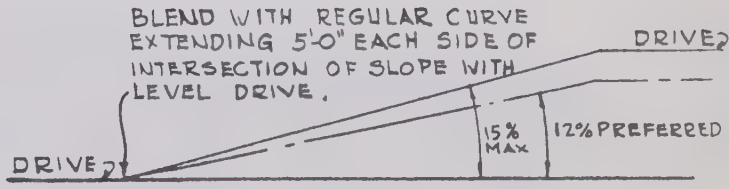
AVERAGE CAR & CAR SPACE

5



ROADWAY WITH PARALLEL PARKING

3


BLEND WITH REGULAR CURVE EXTENDING 5'-0" EACH SIDE OF INTERSECTION OF SLOPE WITH LEVEL DRIVE.
DRIVE
DRIVE
15% MAX
12% PREFERRED

BLENDING RAMP & FLOOR GRADES

6

the adequacy it is wise to plan the buildings and parking areas before closing the purchase. No site should be purchased without prior district mission committee approval. Avoid steep hillsides, low places where a problem of water exists, locations that could easily be surrounded by larger, more imposing structures and make the church difficult to find, areas served very inadequately by transportation, and plots of ground with extremely excessive set-back ordinances, or utilities easements so cutting up the property so as to make it difficult to plan a properly integrated total building program. Be especially careful to avoid deep fill areas and former creek beds or ravines.

Title

A. After a site has been selected and contact made with the owner, you must be sure the owner is capable of delivering a good merchantable title to the church. By the term "merchantable title" is meant such a title which the church is free to dispose of should the need or occasion arise, without restrictions, reversions, or other encumbrances that would defeat a future sale of the property or render it difficult or impossible for the church to obtain mortgage financing. Be sure to avoid gifts or special deals for land with reversion clauses requiring that the land revert if a church is not built or if it ceases to be used for church purposes. Be sure all assessments, taxes, judgments, etc., are paid in full and not prorated over some years after your date of purchase. If prepayment involves penalties so report to the District Mission Committee requesting approval to delay payment.

B. A preliminary investigation of the title prior to the signing of a contract to purchase is a major safeguard. The contract to purchase should specify that the church is to receive a merchantable title without reversions, encumbrances, or limiting restrictions and return of the deposit if the title is not proved to be good. The obligation to furnish clear title is the sellers - no additional fees shall accrue to the buyer resulting from efforts to clear title.

C. The best safeguard is to engage the services of a competent real estate attorney, and not to sign a contract until he has had an opportunity to review it. In the long run, this procedure will save the church both time and money. If the property is located in areas where title companies function, an order may be placed with a title company for a "preliminary opinion of title" or "title of later date" which brings the title search to the date of its research. This is at sellers expense. Legal defects or issues that the attorney or title company acting for the church will raise are of two kinds:

1. Items which must be cleared for a good or guaranteed title.
2. Items which do not impair the title but which the buyer must consider as to importance and then later waive them or have them cleared.

Where it is possible to get title insurance it is advisable to do so.

D. Most states require that all contracts involving the purchase of land must be in writing and must contain all the terms of the agreement. Oral agreements to purchase land are, for the most part, unenforceable and at all times inadvisable.

E. A survey plat should be required of the seller to identify the property before any written agreement is made.

F. An option is convenient to give time to submit to a church or mission committee meeting and to give time to secure financing, without the definite decision and binding character of a contract to purchase. It may provide "Subject to District Mission Committee approval". Option should be for 90 to 120 days.

The Contract to Purchase

A. The trustees of the church should take care that they have received written authority from the corporation of the church (i.e. the legal body, not the ecclesiastical congregation) to enter into a contract to purchase the property in question and authorize the signature of the contract by at least two officers of the corporation, usually the president and secretary. In the event the church is not incorporated, the district mission committee authorizes the Board of American Missions to buy the property in the name of the American Lutheran Church for the mission. A resolution should be included in the minutes of the corporation meeting recording the authority of the chairman and secretary to sign legal instruments. Frequently, the attorney for the seller will demand a certified copy of the resolution authorizing the purchase of the property and the signing of the contract by the officers of the congregation. In every district the local church must receive permission in writing from the district mission committee to acquire, sell, mortgage, or release real property, so long as they are receiving subsidy or have unpaid loans from the Board of American Missions. In some jurisdictions court permission must also be secured.

B. The contract will ordinarily be prepared by the attorney for the owner of the property which the church is seeking to acquire, but in every case the attorney for the church should examine all papers, and in cases where any question may arise the church may insist upon its own lawyer preparing all papers. Great care must be exercised by the congregation to secure competent alert legal advice.

C. In many areas it will be found that title companies print very complete forms of real estate contracts which are available to practicing attorneys without charge.

D. The contract should contain the full and complete name or names of the seller (or sellers) and state whether the seller is married or unmarried. If seller is married, in most states it is advisable for the wife (or husband) to join in the contract. If the seller is a corporation, the location of the principal office should be stated. If the seller is an estate, the names of the executors, trustees, or administrators and the source of their authority should be stated in full. For the buyer, the full corporate name of the congregation, or the American Lutheran Church, together with its address, should appear together with names and position of officers authorized to execute and sign. No power of attorney or authority to sign for the American Lutheran Church is delegated to the Missionary or members of the District Mission Committee. If the congregation is not incorporated the district mission committee may sign in its own name. Contracts with the American Lutheran Church must be sent to the Columbus office for signatures together with a statement showing district mission committee approval.

E. The contract should then contain a complete and accurate description of the following items:

1. The land to be conveyed including both the legal description and the safeguard description "premises commonly known as street and number...."
2. The price and terms.
3. The date and delivery of the deed.
4. A list of any personal property including equipment that is to be included in the sale.
5. The type of deed to be delivered by the seller, and a provision that if the seller is not able to provide a merchantable title, the purchasers may in such event be permitted to withdraw from the contract and secure a refund of the full deposit. Most contracts provide for the payment of

a deposit known as earnest money, usually at least several hundred dollars or five to ten per cent of the purchase price, with final payment of the purchase price to be paid upon the closing date.

F. Most contracts provide, among other things, adjustment by the seller up to the date of closing, for such matters as:
1. Apportionment of rents or other income.
2. Apportionment and payment of taxes.
3. Apportionment and payment of water and in some cases electricity and gas.
4. Apportionment and payment of supplies or fuel on hand.
5. Apportionment and payment of assessments only when specifically and exactly set forth and verified and approved by the buyer.
6. Interest and principal payments on the mortgage, if any exists, and adjustment for same.
7. Apportionment and assignments of insurance. Insurable value is not necessarily related to a purchase price. Accordingly, be sure to arrange in advance for fire and extended coverage insurance to cover the total value or investment. If uncertain as to the amount of insurance needed, place a binder for an ample amount with a request for an appraisal. Good practice is to telephone the insurance agent during or at the end of the closing of the property deal to confirm the tentative arrangements for a coverage. You must obtain prior approval from the Board of American Missions of the insurance company you desire to use. This should be done at the time you start negotiating for property.

G. Some of the defects of title which frequently cause future hardship and expense, if not disposed of before the church completes the purchase of the land, and frequently arise to trap the careless purchaser, are the following which should be used as a check list:
1. Restrictions as to certain types of construction such as one-family housing or business, etc., which often are interpreted so as not to permit construction of an institution or church. Ask the local zoning board to place in writing a statement that the area is suitably zoned for a church. If there is any question, clear this in writing with the attorney and/or the title company.
2. Restrictions and rights of way in past conveyances.
3. Existing easements to enter upon the property for the purpose of drilling for oil or carrying on mining operations or servicing utilities.
4. Unsatisfied violations where notice has been served upon the owner.
5. Racial, religious, or other like restrictions, valid or invalid.
6. An unadministered estate in the chain of title.
7. Unsatisfied mortgages in the chain of title.
8. Unpaid judgments against the seller.
9. Unpaid real estate taxes.
10. Unpaid assessments, water, sewer, curbing, paving, etc. (or possible later obligations for the same).

It is surprising that all too frequently churches buy property without taking into consideration the possible existence of some of the foregoing defects, often with disastrous results. These same defects may exist in a gift as well as in a purchase. In all instances the same care must be exercised.

H. Upon closing a property deal, careful notes should be made with all details of the transaction carefully recorded in consecutive order in writing. The full names and connections of all persons present should be entered, either in the permanent record of the congregation, or filed with the district mission committee. Copies should be forwarded to the office of the Board of American Missions. In all instances the names and addresses of all officers of the congregation or District Mission Committee who approved purchase are to be recorded.

Incorporation

Every mission to receive a Church Building Fund loan or a Parsonage Building Fund loan must be incorporated. When a corporation is formed the Secretary of State sends to the congregation a charter. This charter carries the name of the congregation and it is that exact name that should be recorded in all official papers when dealing with the Board of American Missions.

Most missions will have an American Lutheran Church in the same state. The same charter may be copied, changing name, location and officers, and submitted to the Secretary of State for the new group. If difficulties are encountered the district mission committee will assist the missionary. Legal counsel is not required to file an application for charter. Attorneys however are often willing to do it as a courtesy to the new congregation at no cost. Every missionary should proceed to incorporate as soon as possible after organization.

Where the district mission committees must make loans for unorganized missions title to the property is vested in the name of the American Lutheran Church. When the mission becomes organized the incorporated congregation receives the title from the American Lutheran Church by authorization of the district mission committee to the Board of American Missions.

In all legal instruments - deed, mortgage, trust deed, resolution, etc., - the exact, full corporate name of the congregation must be used - the same in all documents.

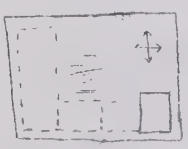
All signatures of the congregation must be in accordance with the charter provisions for that particular mission, whether president and secretary, trustees, or both. There is a great variation in these requirements. It is the responsibility of the local pastor to be sure the charter requirements are met.

Wherever the name of the American Lutheran Church occurs in any legal instruments - deed, note, etc. - it must be in full, exactly as follows: "American Lutheran Church, a corporation not for profit, organized under the laws of the State of Illinois with principal offices in Columbus, Franklin County, Ohio."

BUILDING PLANS

Precious mission funds have been spent for church building plans that never could be used because missions have proceeded to engage an architect and make plans for church buildings prematurely.

The congregation should confer with the officers of the district mission committee before any steps are taken to contact an architect. The Board of American Missions has agreed with Architect Glenn Bickerstaff for the preparation of a uniform plan for mission chapels. District mission committees are expected to use this plan wherever it is possible and feasible. For each time the plan is used the architect will prepare a plot plan from the survey supplied by the Board and mail to each bidder selected 2 copies of the plan. When bids are received the architect will prepare a standard building contract.



Minor changes and adjustments to the drawings and specifications will be made by the architect if approved by the District Mission Committee.

To equalize the cost to all missions using this plan, the following procedure is being followed:

1. Board of American Missions will make all payments to architect.
2. When each project is begun the capital portion of that package will be charged a sum equal to 2% of the actual contract for the building. From this sum will be paid 1% to the architect, plus the cost of any major change at $3.50 per hour, as set forth in our agreement with him, plus cost of blue-printing and reproduction, and the survey.
3. Any portion of the above 2% remaining at the completion of the work shall be divided equally between the Board of American Missions toward liquidation of original advance on first copies and the congregation by credit on debt refund.

Precedures:

1. When a new mission is formed they must first consider this plan before they consult other plans, or other architect.
2. When they agree to use this building plan, have them carefully fill out Exhibit K.

The Survey - Item 1 is prepared by a local surveyor. He should be given these ten points before he begins the work. Then a good report is obtained. This cost is the same - get the best.

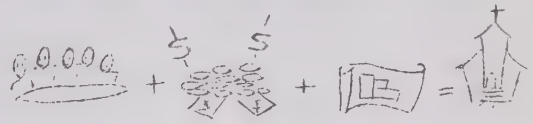
Item 2 - Information is supplied by the missionary, if on the field, or by the mission committee member, district president, or deputy executive secretary, as the case may require. In each instance the district mission committee chairman will decide who will supply it.

The survey and other information is sent directly to the architect with a copy of the survey information and of the letter to the architect going to the Board of American Missions' office. Thus all know of the progress being achieved. From this point forward the architect and the local contact man (pastor, lay chairman, mission committee member, etc.) deal directly to the completion of the building on architectural matters. Copies of all correspondence are to be sent to the Board of American Missions.

WHEN USING LOCAL ARCHITECT

If the uniform plan cannot be used the following will guide you in dealing with local architect. Remember, specific approval of the District Mission Committee must be obtained before an architect is employed.

No mission congregation should enter into a contract with an architect until it has given careful consideration to its basic needs and ability to pay and until schedule of these things has been prepared and approved by the district mission committee.

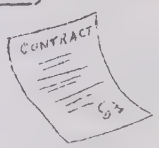


TELL YOUR ARCHITECT THE LIMIT OF YOUR FINANCES. PLANS MUST BE MADE WITHIN THE LIMIT OF THE FUNDS AVAILABLE.

A contract should not be signed with the architect until investigation has been made of his abilities, by the inspection of photographs and plans of similar structures and perhaps by contacting previous clients, which would indicate his ability to enter into the thinking and the needs of the congregation. Important factors: personal cooperation; detailed research into needs of the congregation and use of materials; economical as well as aesthetic planning; evidence of a practice of producing careful and detailed plans, specifications, and mechanical facilities, including heating.

Therefore, it is usually best to arrange or contract with the architect to pay him a fee for preliminary sketches or preliminary plans with the understanding that his services may be terminated upon payment for sketches or preliminary plans if the congregation so desires.

In no case should the congregation sign a contract with the architect that binds the congregation beyond work done by the architect to any given date, or for anything beyond the building of the first unit - except for preliminary sketches, which sketches are a part of the normal planning for the first unit and are not to constitute basis for any additional charges over the agreed fee on the first unit or units being planned for immediate construction.



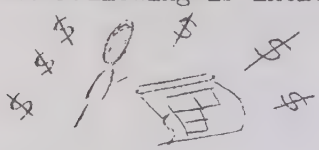
NOTE It is especially pointed out that preliminary plans in any degree other than as above defined for units not being constructed at the time the unit under consideration is being constructed may not be ordered or paid for without specific prior written approval of the district mission committee for each individual instance.

A plot plan should always be developed at the time preliminary plans are developed, said plot plan to show first unit and at least the outline of possible future units.

After preliminary plans are approved by the local committee, the mission committee, and a secretary of the Board of American Missions, the perspective should be ordered for publicity purposes - and at the same time the construction plans, details and specifications should be ordered - unless there is a long interval between preliminary drawings and the time bids are to be taken.

Fees of Architect

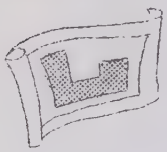
So many questions are received regarding fees for architectural services that the following is included: Most architects are conforming to the local A.I.A. chapters' recommended fees for buildings in the price range of our missions. The architect's fee may range from 4% to 8% of the estimated actual cost. The mission using the uniform plans saves a sizeable sum in architect's fees.



There are normally four DIVISIONS OF SERVICE:

#1 - Preliminary Drawings

The architect should prepare a set of preliminary plans with elevations and a section looking toward the chancel (or other principal section); these to be revised and refined, and if necessary redrawn, until a satisfactory design has been produced and approved by the congregation's building committee. This has already been done with the uniform plans. The seating capacities, the major dimensions and a note specification must be on all preliminary plans.



The congregation's building committee should pause at this point to make sure the problem has been well studied and needs accomodated. If the committee is satisfied, the accepted preliminary drawings shall be submitted for review and approval to:

The district mission committee, which will either return them with suggested changes or send them when approved to the Secretary of the Board of American Missions. He will either approve them or with the suggested changes return them to the congregation.

When approvals are received, the final preliminary plans, including perspective, should be prepared for publicity purpose. A careful preliminary estimate of the cost of construction should be secured from a competent contractor (even though the architect has made such estimate.)

Perspective -

- do after preliminary plans and elevations approved
- do not show automobiles, etc. - people may be shown on elevations
- keep printing to a minimum
- title, and name of architect, name of church, address of church, date

In general the approval of the preliminary plans will determine most details of the building. Therefore they must contain enough information to enable those examining them to accurately appraise their worth. The following items should be included in the preliminary plans:

- show same scale for all plans comprising floor areas
- plot plan on separate sheet (do not include with floor plan).
- show overall dimensions and chief secondary dimensions.
- show clear aisle widths
- show pew spacing (2' 8" minimum, 3' preferred)
- indicate number for seating on one nave pew (18"/person), and on all choir pews (22"/person)
- indicate total seating for each section, i.e., nave, choir, balcony, overflow, transepts, etc.
- show size of nave, chancel, narthex, social hall, Sunday school, classrooms, etc.

- indicate number of seating in social hall: in assembly, and at tables. ($6\frac{1}{2}$ sq. ft. per person in assembly - and 12 sq. ft. per person at tables)
- show front
- show clergy seats
- show a note specification, indicating chief materials to be used, heating system, etc.
- provide maximum possible length for communion rail
- provide greatest possible area within sight line from nave to altar
- place name and address of architect, name and address of church, and date on every page.
- show at least two elevations
- show at least one section, looking toward chancel
- sections and elevations to be same scale as plan
- indicate elevations (by means of vertical scale on right hand border or by dimension lines on elevations and/or sections) from grade to:
  - Basement floor
  - first floor (and second or third floors, if any)
  - top of chief walls, where they meet roof
  - chief roof ridges
  - top of spire, bell cote, etc. (base of cross)
- do not show automobiles, etc.
- show one or two persons only when architect considers it essential to better illustrate scale.
- do not obscure elevations with planting
- show minimum foundation planting, and, if desired, trees, etc., to frame the sheet, not the building

#2 - Construction Drawings and Specifications

These should not be ordered until all provisions in #1 have been satisfied.

Construction drawings, when properly prepared, will clearly indicate to the contractor what is required as to general construction, structural details, plumbing, heating, electrical work, and all fixed equipment.

Specifications need to be thorough and complete, leaving nothing to the imagination of the contractor, nor to be added later as "extras".

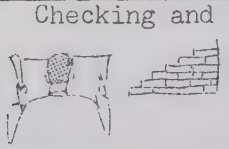
One complete set of construction drawings and specifications shall be submitted to the Board of American Missions of the American Lutheran Church for approval and permanent filing with the Board.

#3 - Detailed Drawings

Certain parts of the buildings, woodwork, stonework, windows, stairways, wall sections, symbols and assembled parts, must be described fully by large scale detailed drawings. Unless such expert service is rendered the building will be only commonplace; or others will have to be paid to provide necessary details.

#4 - Supervision consists of:

Checking and adjustment of drawings and specifications to satisfy governing codes, drawing and letting of contracts, supervision of construction, minor adjustments as construction progresses, advice on additions and deletions, auditing accounts, approving monthly payments due contractors and others - and final approval of completed project and the procuring of release of liens and any other required papers.



Mechanical engineering services must be supplied by architect. There may be no extra charge of 1%. Be sure to determine this in advance. If the architect insists on an extra charge -- select another architect.

"Proportions" or "percentages" of fees should be paid as stages of work are completed, with interim payments as may be agreed.

MISCELLANEOUS

- do all drawings on 24" x 36" sheets or smaller - none larger.

The following suggestions should be helpful in planning the new church:
Choir pew seating ..... 22" to 24" per person.
Choir pew spacing ..... 2'8" to 3'0" (2'10" O.K. for robed choir)
Nave pew seating ..... 18" per person
Nave pew spacing ..... 2'8" minimum 2'10" more comfort.
Nave pew spacing ..... for kneeling - 3'0"
Space, behind first nave pew to a paneled frontal ... 3'0"
Center aisle ..... 5'0" minimum to 5'6" maximum.
Side aisle desirable when seating per pew exceeds 6 persons; necessary when seating per pew exceeds 7 persons.
Side aisle ..... 1'8" minimum (if there are no pier, column, or radiator projections) to 3'0" maximum.
Cross aisle or space, front of nave ..... 5'0" minimum.
Cross aisle or space, rear of nave ..... 3'6" minimum.
Sanctuary: Railing should be "open" - not solid panels. Opening in sanctuary railing, minimum 3'6" - 4'0" better. Altar platform not less than 2'6" - 3'0" better. Clear distance from altar platform to inside of sanctuary railing 3'0".
Move pulpit and lectern apart to provide a broad, free access to the altar - it also increases sight line of the altar.

Inside width of pulpit 3'0" minimum. Risers to be minimum 5" and maximum 6" high.

FINANCING

Church and Parsonage Building Fund Loans

1. Limitations:
   a. Only missions of the American Lutheran Church may obtain Building Fund loans from the Board of American Missions.
   b. No other or additional loans may be incurred by the mission during the encumbrance of the Building Fund without specific written approval of the district mission committee and the Board of American Missions.
   c. Only a first mortgage or first trust deed is accepted as security for a loan.

2. Procedures:
   a. As soon as a mission is certain of its location and the need and desire to build, it shall submit an application to the district mission committee for transmission to the Board of American Missions. Form B Appendix.
   b. With the application the pastor or chairman of the building committee should send any helpful information as to the kind of building desired, the size needed, etc., to indicate the planning of the leaders of the mission.

If sufficient funds are available to the mission and the district mission committee approves, the mission may proceed with the selection of architect and preparation of preliminary drawings at this point.

First consideration shall be given to the uniform plans of the Board of American Missions.

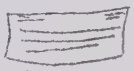
c. As soon as the loan has been granted by the Board, the executive secretary will notify the pastor, whereupon the following shall be forwarded by the congregation:

(1) The signed and dated resolution of the congregation authorizing the loan on form C in appendix. If the uniform plan is used proceed to Part 4. If not, follow thru 2 and 3.

(2) Preliminary drawings, as heretofore described, must be submitted to and approved by the district mission committee and the executive secretary of the Board of American Missions.

(3) An estimate of cost by a competent builder. When the preliminary drawings are approved by the district mission committee and a Secretary of the Board of American Missions and estimated cost is within anticipated funds, the final working drawings may be ordered, based on the preliminary drawing, and shall be submitted to the district mission committee and the Secretary of the Board of American Missions.

(4) A note on the form provided by the Board of American Missions after the application has been received by the Board of American Missions.



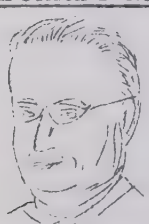
(5) A first mortgage or a first trust deed protecting the note. The mortgage shall be recorded in the county recorder's office of the county in which the mission is located, a receipt obtained, and the receipt, together with the note, mailed to the Board of American Missions, Columbus, Ohio. After recording, the mortgage is to be sent to the Board of American Missions.

(6) Fire and extended coverage insurance with mortgage clause in favor of American Lutheran Church and with a company approved by the office of the Board of American Missions. Builder's risk policy should be obtained while building is under construction. The Board prefers the United States Fire Insurance Company of New York. If another company is used the name of the insurance company in which the mission desires to insure and the amount must be sent to the Executive Secretary of the Board of American Missions before the insurance is ordered. Only company approved by the Board may be used by missions.

(7) At the time the mortgage is recorded either a policy of title insurance or an abstract of title brought down to include the mortgage and showing the title to be otherwise unencumbered shall be obtained and sent to the Board of American Missions. If abstract of title is provided the opinion of a competent attorney should accompany it.

(8) One copy of the final working plans and specifications shall be sent to the Board of American Missions for permanent filing.

IMPORTANT NOTE: In all documents the American Lutheran Church should be designated as follows: "American Lutheran Church, a corporation not for profit, organized under the laws of the State of Illinois, with principal offices in Columbus, Franklin County, Ohio."

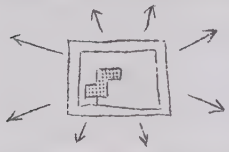


When the above procedures are complete, the loan is sent to the congregation. Normally all Building Fund loans are payable in regular monthly payments beginning six months from date loan is made. There are no verbal exceptions. Any changes must be written and signed by the Executive Secretary of the Board of American Missions and the proper officials of the mission congregation. The exact monthly payment is calculated and reported to the congregation before the signatures are affixed to the note and the mortgage.

CHURCH AND PARSONAGE BUILDING FUND PROCEDURES

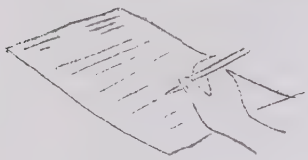
A. Work closely with District mission committee.

B. Select a site allowing for the whole future plan of the congregation.



Draw a map, according to exact scale, showing the location of the proposed site in a block in which it is located. Draw the proposed floor plan until the general type and size of the minimum needs are apparent. Then confer with local builder as to probable cost. Bring all this material to the district mission committee, or its representative for approval.

C. Prepare application for submission to the district mission committee and to the Board of American Missions on form provided in Appendix, Exhibit L. The following should be noted regarding repayments. Applicants may choose to pay the loan in any amount more than the stipulated payments. Any advance payments are credited to first due installments, thus providing a cushion in case of emergency later. First payment is due six months from time loan is received. Monthly payments, which include interest, are computed thus: No payment first 6 months; .5% the 7th thru the 12th month; .6% the 13th thru the 24th month; .8% the 25th thru the 36th month; 1% the 37th thru the 48th month; 1.2% the 49th month to maturity. Parsonage portion balance payable in full the 72nd month.



All instruments shall be signed by the congregation and filed with the Executive Secretary of the Board of American Missions before the money is sent. Five per cent interest may be charged on any past due payment from the due date until payment is received. If a congregation neglects to repay the money borrowed from the Building Funds, the matter shall be referred to the District Mission Committee. As a last resort the Board of American Missions shall authorize collection of the same by law. All these items are to be fully known by the congregation when the application is made.

D. Secure resolution of the congregation at the same meeting in which the decision of applying for a loan is reached. This is a legal form and must be on the form provided in Appendix, Exhibit M for Church Building Fund and Exhibit N for Parsonage Building Fund.

E. Submit all papers (plot plan, floor plan, application, resolution, financial statement of congregation, etc.) to the district mission committee to be forwarded, when approved to the Board of American Missions.

When a loan is granted the mission is notified by the Executive Secretary of the Board. With the notice will be sent a note form. The following escrow instructions should be observed:

1. A First Trust Deed or a First Mortgage shall be drawn up and the note filled out, showing repayment schedule.
2. Wherever the name of the synod appears it shall be thus "American Lutheran Church, a corporation not for profit, organized under the laws of the State of Illinois with its principal offices in Columbus, Franklin County, Ohio."
3. No building operations are to be begun until the mortgage has been recorded with the county recorder in the county in which the mission is located, and after recording sent to Board of American Missions.

4. Title insurance or abstract of title brought up to date and in a marketable condition shall be supplied to show the property to be free and clear of encumbrances at the time the mortgage or trust deed is recorded.
5. Fire insurance with extended coverage must be carried on all buildings purchased or built with a loan. The Board prefers the United States Fire Insurance Company. Insurance contemplated must be approved by the Board prior to its issuance.
6. Builder's risk insurance is required either of the contractor or the mission during construction.

INSURANCE

Every church edifice and parsonage should be adequately protected by insurance to safeguard the interest of the present congregation and the investment of past generations. In many instances the current membership would be unable to rebuild a structure ruined by fire unless it were insured. Neither the congregation nor the American Lutheran Church should be compelled to raise money for rebuilding when the neglect of church officers to carry adequate insurance is at fault.

A. Fire and Extended Coverage Insurance. The original policy must be filed with the Board of American Missions as long as the loan is not fully repaid. The standard mortgage clause must be in each policy.

1. The fire risk for churches

A church building, unoccupied a major portion of each week, is susceptible to greater damage from fire than most other types of buildings, because a church fire is seldom detected before reaching major proportions. The element of fire detection, or rather the lack of it, is common to both the rural and city church, and is not to be confused with the protection afforded by available fire fighting apparatus.

2. Adequate fire insurance

In a discussion of the adequacy of the amount of fire insurance, it must be remembered that the insurance contract, or policy, is designed to compensate to the extent of the "actual cash value" of the property at the time of the loss. The actual cash value for church property, in general, is the replacement cost, less depreciation, on the day of the loss, however caused. The term is therefore not synonymous with market value, sale value, or purchase price. It is to be noted that an insurance adjuster depreciates from replacement cost on the day of loss, not from cost when new. To illustrate, a floor beam that cost $1.00 when your church was erected might today cost $3.00 to replace. If depreciation reduces the value by 40 per cent, the loss will be computed at 60 per cent of the replacement value, or $1.80, which is 80 per cent greater than the original cost.

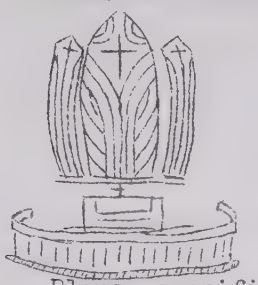
B. Computing Property Values

1. Buildings

To figure values accurately is a difficult task. Valuation of buildings usually calls for the special services of someone familiar with construction costs. Generally, in establishing building values for insurance purposes, no consideration is given to cost of certain items such as land, excavations, underground flues, pipes, underground wiring and drains, brick, stone or concrete foundations, piers, or other supports which are below the undersurface of the lowest basement floor. A pipe organ is sometimes separately insured, in which case its value is not included in that of the building.

Contents

The value of contents should be appraised by one who knows values of special articles. It is suggested that a complete inventory be made, including all furniture, fixtures, and personal property not included as a part of the building. This inventory should list quantity, cost and present-day actual cash value. In case of any doubt, the local agent or broker will indicate which items should be classified as contents and not as part of the building proper.



Plans, specifications and appraisal data, including inventories, should be kept in a vault or safe off the premises.

C. Special Coverages

Special items may be included with the insurance covering the church building or be separately covered in a fire insurance policy. If the following are separately covered, be sure to deduct from the building value under a fire insurance policy.

1. Organs and their attachments
2. Stained glass windows
3. Valuable communion sets, paintings, pictures, silverware, and objects of artistic or historic value.
4. Motion picture projectors and equipment

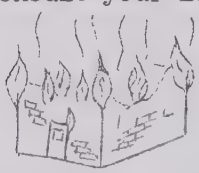
D. Broad protection with Extended Coverage

The fire insurance policy must include "Extended Coverage" which for an additional premium covers against the perils of windstorm, hail, explosion, riot, civil commotion, damage by aircraft and motor vehicles, and damage by smoke from the faulty operation of oil-burning and heating equipment, perils of vandalism and malicious mischief.

E. Churches in Course of Construction

A special Builder's Risk fire insurance coverage must be provided covering church and contractor while the building is being erected.

Consult your local insurance agent or broker before construction starts so that architect's plans may be submitted to the fire insurance rating organization in your state for checking minor changes that might result in lower fire insurance rate on the property. This service is free and available to all property owners.



F. Fire Insurance Rates

Rates are based on each $100 of insurance. Separate rates usually apply to the building and the contents.

Subject to the insurance laws, the fire insurance rating organization in each state establishes rates for church property.

The important factors used in establishing rates are: Construction, Occupancy, Protection, and Exposure.

1. Construction

   This factor considers buildings of fire resistive, brick or frame construction, including thickness of walls, type of floors and partitions, number of floor openings including stairways, ventilating and heating ducts, roof and chimney construction.

2. Occupancy
While a building occupied for church purposes might be considered a well-defined class, nevertheless some portion of the building may be used for church suppers, which brings in the hazards of a restaurant. Church plays, dramatics, or recitals might include some of the hazards of a theater. If a gymnasium is part of the structure, it would include the hazards incident to large public gatherings for basketball games, etc.

3. Protection
The term refers to the public protection afforded by the local water system and fire department. If neither exists in the community, then the church is classed as unprotected and the insurance rate is higher because protection is lacking.

4. Exposure
The church building may be near a hazardous risk such as a lumber yard and, therefore, be subject to fire damage if the neighboring risk burned. The fire insurance rate may be increased by the existence of nearby hazardous properties.

H. Coinsurance
The reason for the use and operation of coinsurance is that fire insurance rates are predicated upon each policy holder buying an amount of insurance that represents the approximate value of the property covered. The total destruction of buildings and contents under city hydrant and fire department protection is not common. Consequently, many property owners might only insure and pay premiums for that part of the property value that they expected to lose if a fire occurred. For instance, a fire resistive building would have a low loss expectancy, a brick building proportionately higher, and a wooden building the greatest of all.

It is clear that any widespread practice of covering property for an amount considerably below its value would make fire insurance expensive for all whereas buying an amount of insurance equal to a fixed percentage of the value of the property keeps the cost down and spreads the loss over more premium dollars.

Coinsurance has been used extensively for many years as a method of enabling insurance companies to grant prudent policy-holders adequate protection at more favorable rates.

Coinsurance is not usually available for property located outside fire protection areas. The chance of total property loss is greater where no fire department or water supply is available. Therefore, such property owners need no incentive to insure for an amount equal to the value of the property.

I. Operation of Coinsurance
Eighty per cent is the most commonly used coinsurance percentage with the amount of insurance equaling at least 80 per cent of the actual cash value of the property (replacement cost less depreciation). If that amount of insurance is not purchased by the owner then he has in effect elected to become a self-insurer for the balance. The uninsured portion of the risk becomes his own financial responsibility in case of loss.

The following examples show how coinsurance operates with sufficient insurance and without enough insurance to comply with its conditions:

Example "A" - in which coinsurance requirement is net:
Church property with actual cash value (replacement cost less depreciation) at time of loss.....$100,000
Insurance to comply with 80 per cent coinsurance of at least.....$ 80,000
Insurance carried for full compliance.....$ 80,000
Amount of loss.....$ 16,000

$$\text{Collectible loss } \frac{80{,}000 \text{ (amount of insurance)}}{80{,}000 \text{ (80 per cent of value)}} \times 16{,}000 = \$\ 16{,}000$$

Insurance pays 8/8ths.....$ 16,000

Example "B" - in which coinsurance requirement is not net:

Church property with actual cash value (replacement cost less depreciation) at time of loss.....$100,000
Insurance to comply with 80 per cent coinsurance of at least.....$ 80,000
Insurance carried (5/8 of compliance).....$ 50,000
Amount of loss.....$ 16,000

$$\text{Collectible loss } \frac{50{,}000 \text{ (amount of insurance)}}{80{,}000 \text{ (80 per cent of value)}} \times 16{,}000 = \$\ 10{,}000$$

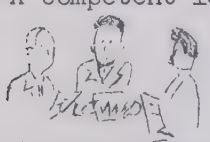
Insurance pays 5/8th.....$ 10,000
Uncollectible loss 3/8 or.....$ 6,000

In a rising market for cost of materials and labor it is very important that the amount of insurance be checked periodically and revised to reflect the changes in actual cash value to comply with the application of coinsurance. In a declining market the amount of insurance can be reduced.

There are several ways to arrive at values:

A. If the original plans and specifications of buildings are available, it is possible to approximate the values through the use of charts and indices published by concerns specializing in appraisal work showing building material costs and labor comparison by years. Structural changes and improvements should be considered. In using charts or indices it must be remembered that depreciation due to age, obsolescence, or other causes must be considered when determining today's actual cash value. The accuracy of figures produced by such methods is not generally comparable to that developed by a detailed appraisal and may be undesirable in certain cases.

B. A competent local contractor may be employed to prepare a permanent detailed record of structural items and labor costs based on present-day values and to make an estimate of depreciation to determine current actual cash value of buildings.



It should be remembered that any appraisal or approximation of present-day actual cash value for insurance purposes should be kept up to date. The amount of insurance should be revised whenever changes are made in the property or any change occurs either upward or downward in the cost of labor and materials.

C. If none of the foregoing methods is feasible, the insurance company may be able to provide one of its apprasiers. Inquiry should be made of a local agent or broker for availability of such services. The United States Fire Insurance Company provides this appraisal service for American Lutheran Church missions at no additional cost above the standard premiums.

D. Other Insurance Coverage which the congregation may desire but which is not filed with the Board of American Missions and is not required to obtain loans:

1. Workmen's Compensation and Employers' Liability Insurance - In some states charitable and religious organizations are exempt from the Workmen's Compensation Law; in others, this type of insurance is compulsory. It insures for liability imposed upon employers for personal injuries, including death, sustained by employees in line of duty.

2. Public Liability Insurance - This policy insures the church for liability imposed by law for damages due to bodily injury or destruction of property of others arising out of ownership, maintenance, or use of premises. In addition to regular services, the church may be used for church socials, musicals, etc. Any such public gathering creates the possibility of personal injury through an accident that might impose liability by law for damages to the injured person.

LIBRARY BOOKS

The following books are available to missionaries to use for three weeks, free of charge, from the Board of American Missions' circulating library:

Architecture

"The Church Builder" by E. M. Conover, Interdenominational Bureau of Architecture
"Church Building Program Finance" " " " " "
"Planning and Financing the New Church" Martin Anderson, Augsburg Publishing House
"Planning and Building the Modern Church" Wm. Ward Watkins - F. W. Dodge Corp.
"Planning the Small Church" Home Missions Council of North America
"Protestant Church Building" Wm. H. Leach, Abingdon-Cokesbury
"Building and Equipment for Christian Education" Interdenomination Bureau of Arch.
"The Church and Parish School Building" - Conover
"Home of the Rural Pastor" Ralph A. Felton, Dept. of Rural Church, Drew Theo. Sem.
"These Hallowed Walls" (pamphlet)

Evangelism

"Are You an Evangelist?" Edwin Holt Hughes
"Choose Ye This Day" - E. Homrighausen
"Evangelism in Christian Education" Richard Ownbey
"Evangelize or Fossilize" H. Lockyer
"Evangelism in the Home Church" A. Blackwood
"Evangelism and the Laity" H. A. Jones
"Every Member Evangelism" J. E. Conant
"Faith Serves" A. L. C.
"Go and Tell" Missouri Synod
"Helping Others to Become Christians" R. Leavel
"How to Bring Men to Christ" R. A. Torrey
"Knock at Your Door" - W. E. Schramm
"Larger Evangelism" - John Mott
"Lessons in Soul Keeping" Oscar Fleucht
"Lessons in Soul Winning" Will Houghton
"Life in the Larger Parish" Margaret Harris
"Millhands and Preachers" Liston Pope
"Our Community and the Christian Ideal" E. Shrigley
"Pastor His Own Evangelist" J. W. Chapman and Charles Goodwill
"Philosophy of the Christian World Mission" - Edmund Soper
"Reaching the Unchurched" Alfred Murray
"Scripture Memorizing for Successful Soul Winning" - Oscar Lowry
"Seeking and Serving Souls" or "Evangelism and Christian Counselling" Greever
"Serve on Soil" American Lutheran Church
"Taking Men Alive" Charles Trumbull
"What a Church Member Should Do" - Amos Traver
"Winning Converts" - J. A. O'Brian

Home Missions

"Adventure of the Church" Samuel McCrea Cavert
"Challenge of Lutheran Home Mission" Lutheran Home Mission Council of America
"A Church is Born" - Dwight H. Shelhart
"Home Missions Council of North America - Annual Report - 1946"
"Home Missions Today and Tomorrow" - Home Mission Council
"Parish Practice" (A manual of Church Administration) Paul J. Hoh
"Home Missions on the American Frontier" - C. B. Goodykoontz
"Study of Missions in Lutheran Schools" A. C. Stellhorn
"Toward a Christian America" Hermann N. Morse
"What Next in Home Missions" William P. Shriver
"Widening the Frontier"

General

"Economic Basis of the Evangelical Church in Mexico" J. Merle Davis
"Focus on Latin America" - Dorothy J. McConnel
"Prescott's the Conquest of Mexico" - Marshall McClintock
"These are the Mexicans" - Herbert Gerwin
"Treasury of Mexican Folkways" - Frances Toor
"The City (Its Growth, Its Decay, Its Future)" - Eliel Saarinen
"The Church's Social Ministry" - Board of Charities, A. L. C.
"Tomorrow's Cities" - American Transit Association
"Your Community" Joanna C. Colcord
"Adrift on the Land" (Migrants) - Paul S. Taylor
"Audio-Visual Handbook" E. C. Dent
"The Bugles are Calling" - W. E. Bergstrand
"Building the Future Church Now" - National Lutheran Council
"Catechetics" - M. Reu
"The Challenge of the Sunday School" - C. P. Wiles
"The Child in the Midst" - Mary S. Labaree
"Christianity Takes A Stand" Penguin Books, Inc.
"The Church in Action" - William Paton
"Churches and a Just and Durable Peace" - Christian Century
"Forty Thousand Strong" (A Study Book for Church Councilmen) - H. H. Bagger
"Every Man's Book" F. C. Stifler
"The Great Contest" - (Science reconciled with the Bible) Edward De Bower
"Life as a Stewardship" Guy L. Morrill
"Lutheran World Federation Assembly, Lund Sweden, 1947"
"The Rights of Man and Natural Law" Jacques Maritan
"Snapshots" - Habel
"We Believe" Huggenvik
"My Heart's Desire" - Force
"Our Protestant Faith" - W. R. Cannon
"A Protestant Primer" - Seidenspinner
"Primer of Prayer" - Laymon
"Town and Country Churches" - Augustana Synod
"The Church and the Secular World" - United Church of Canada
"Centennial Story of Texas Lutheranism"
"Committed Unto Us" - Lamont (race relations)
"The Day is at Hand" - Dept. Race Relations, Fed. Council of Churches
"Illinois Inter-racial Commission (First Annual Report)"
"F.E.P.C. Reference Manual - 1948" National Community Relations Advisory Council
Committee on Employment Discrimination
"For Equality in Naturalization" - R. J. Walsh (Japanese Am. Citizens League)
"The Growth of Good Will" - E. R. Clinchy
"The Story of the Springfield Plan" - C. I. Chatto and A. Hallingan
"Stranger Within Our Gates" - J. Plainfield
"Toward an Understanding of the Russian Germans"
"These My Brethren" - Felton (Survey in Negro communities)
"A Better Rural Life" - E. Schmiederler
"The Church and American Rural Life" B. Y. Landis
"For Improvement of Rural Life" Rural Life Bureau, Washington, D. C.
"Cotton Growing Communities" - Federal Council of Churches
"God's Back Pasture" - A. W. Hewitt
"Home of the Rural Pastor" - Ralph Felton
"Leadership for Rural Life" - Dwight Sanderson
"Rural Life in Process" - Paul H. Landis
"Rural People at Worship" - E. K. Ziegler
"To These Also (Break Ye the Bread of Life)" - Minutes of First Town and Country Church Clinic, Strawberry Point, Iowa, - Sept. 1944
"What Emphasis for the Church in Town and Country" - Committee on Town and Country, Home Missions Council of North America
"American Rural Life" - Presbyterian Church

Order for Congregational Organization

(Use Common Service or Vespers through offering)

(Prospective members assemble at the chancel area)

Minister: Dearly beloved: In Holy Baptism you were received by our Lord Jesus Christ and made members of His Holy Church; in accordance with our Lord's command, you have been instructed in the Word of God and led to the knowledge of His will. You now present yourselves to form a new Lutheran Christian congregation. I therefore ask each of you: Do you renounce the devil, and all his works and all his ways?

Answer: Yes, I renounce.

Minister: Let us confess our Christian Faith.

(Entire assembly confesses the Apostle's Creed.)

Minister: Do you promise to abide in this Christian Faith?

Answer: Yes, by the help of God.

Minister: Do you promise as a member of the Evangelical Lutheran Church, and as a member of this congregation, to remain faithful to its teaching and to be diligent in the use of the means of Grace?

Answer: Yes, with the help of God.

Minister: (Those who are to be confirmed at this service may now kneel or stand, and the pastor say)

Our Father in Heaven, for Jesus' sake, renew and increase in thee the gift of the Holy Ghost, to thy strengthening in faith, to thy growth in grace, to thy patience in suffering, and to the blessed hope of everlasting life. Amen.

(Right hand of fellowship) In the name of the Lord Jesus whom thou hast confessed and promised to serve, I hereby declare thee to be a confirmed member of the Evangelical Lutheran Church and authorize thee to receive the Lord's Supper and to participate in all the privileges of the Church.

Do you all now assembled here before God and in the presence of each other desire to form this _____congregation, assuming the responsibilities and privileges thereof, to endeavor by the help of the Holy Spirit to build the Kingdom of God at home and abroad, to deepen the spiritual life of the congregation and to give glory to the name of God?

Answer: Yes, by the help of God.

Minister: Let us pray: Almighty and ever lasting God, Who hast willed to regenerate these Thy servants by water and the Spirit, and hast called them into fellowship with Thy Son, Jesus; they now have confessed their faith and expressed a desire to form this _____congregation. Strengthen them, we beseech Thee with the Holy Ghost, the Comforter, and daily increase in them Thy many gifts of grace; the spirit of wisdom and understanding; the spirit of council and might; the spirit of knowledge and of fear of the Lord, now and forever, through the same, Jesus Christ, Our Lord, Who livest and reignest with Thee and the Holy Ghost forever. Amen.

Upon your confession of faith, and upon the declaration of your intent to form this new congregation, and upon the adoption of the constitution, I do now declare _____to be a duly constituted Lutheran congregation, in the name of the Father and of the Son and of the Holy Ghost. I do also now declare you to be members of this_____.

(Give Blessing)
(Give certificates of membership)
(Congregation shall stand and pastor pray for flock)
(Hymn: Blest Be the Tie that Binds)
(Benediction and Recessional Hymn)

Two Constitutions are provided. Use one or the other. Do not try to combine the two. The Constitution Committee should recommend only one to the congregation after careful study with the missionary and the advisors.

Sample Constitution
for Church Council - Committee Type

CONSTITUTION and BY-LAWS
of

_____Lutheran Church

_____(Location)

Preamble

In the name of the Father, and of the Son, and of the Holy Spirit. Amen.

We, the undersigned members of the Lutheran Church of (Location) sensible of our spiritual needs, and mindful of our Christian duties, in Jesus' name, and with the hope of His blessing, adopt the following constitution:

CONSTITUTION

Article 1 Name and Incorporation

1. The name and title of this congregation shall be:

_____

of_____.

2. This congregation shall be incorporated in its own name, as a corporation not for profit, under the laws of the State of _____.

Article 2 Confession of Faith

1. This congregation accepts the Canonical Books of the Old and New Testament as the inspired Word of God and the only infallible authority in all matters of faith and life.

The Church believes that the Canonical Books of the Old and the New Testament in their original texts are, as a whole and in all their parts, the inspired and inerrant Word of God, and accepts these Books in the now generally recognized texts as substantially identical with the original texts and as the only inspired and inerrant authority, source, guide and norm, in all matters of faith and life. (Official interpretation).

2. This congregation also accepts each and all of the Symbolical Books of the Lutheran Church as the true exposition and presentation of the faith once for all delivered unto the saints, to-wit: The three Ecumenical Creeds, viz: The Apostles', the Nicene, and the Athanasian Creeds; the Unaltered Augsburg Confession and its Apology; the Smalcald Articles; the Large and Small Catechisms of Luther; and the Formula of Concord.

3. This congregation regards unity in doctrine and practice the necessary prerequisite for church fellowship, and therefore adheres to the rule, "Lutheran pulpits for Lutheran pastors only, and Lutheran altars for Lutheran communicants only," and rejects unionism in all its forms.

4. This congregation is earnestly opposed to all organizations or societies, secret or open, which, without confessing faith in the Triune God and in Jesus Christ as the eternal Son of the eternal God, incarnate in order to be our only Savior from sin, are avowedly religious or practice forms of religion, teaching salvation by works. It declares such organizations and societies to be anti-christian and rejects any fellowship with them.

Article 3 Object

The object and purpose of this congregation shall be to glorify God and to help in the extension of His kingdom among men for their salvation by promoting and disseminating the Christian religion as expressed in the doctrine and practice of the American Lutheran Church.

Article 4 Synodical Connection

For the better attainment of its object and purpose this congregation and its pastor shall hold membership in the _____District of the American Lutheran Church. Should the congregation at any time see fit to sever this connection, this shall be effected in an orderly and Christian manner as follows: A two-thirds (2/3) majority vote of all voting members present at a regularly called meeting shall be required to dissolve such synodical connection, the action to take effect, however, only after the president of the _____ District of the American Lutheran Church has been notified at least 90 days in advance of the meeting and at a subsequent meeting the congregation has ratified the previous action by a two-thirds (2/3) majority vote.

Article 5 Power of the Congregation

1. In all matters of Christian faith and life the Word of God is the highest authority.

2. In all matters left undecided in Holy Writ and not subject to civil laws the congregation itself, and not any individual or group within it, shall have the right of ultimate decision.

3. All schools, societies, and other organizations within the church must be organized with the consent of the congregation and operate under its control.

Article 6 Membership

1. Baptized Membership of this congregation shall consist of the following:

a) Confirmed members in good standing
b) Baptized children of confirmed members in good standing
c) Children in the community who are baptized by the pastor

2. Communicant members of this congregation shall include all adults and children,

a) Who have been baptized in the Name of the Triune God and have been received into this congregation by Confirmation, Baptism of adults, Profession of faith, both of the congregation or otherwise.

b) Who, by God's grace, strive to remain true to their Baptismal Covenant and therefore make diligent use of the Means of Grace.

c) Who lead a Christian life

d) Who submit to this constitution and support the congregation with their means and talent

3. All confirmed members in good standing shall be VOTING MEMBERS of this congregation, entitled to active participation in all congregational meetings and to vote in all elections.

Article 7 The Church Council

1. The pastor and the duly elected officers of the congregation shall constitute its church council.

2. The duties of the church council shall be: to counsel and assist the pastor in the spiritual oversight of the congregation, to see that all the rules and regulations of the congregation are rightly executed, and that discipline is properly exercised in all cases where offense arises within the congregation.

3. A majority of the members of the church council shall constitute a quorum at its meeting.

4. A member of the church council with three unexcused absences shall automatically be removed from office. Vacancies are to be filled by appointments made by the church council until the next regular election.

Article 8 Indoctrination of Children

As Evangelical Christians we recognize it our duty to rear our children in the nurture and admonition of the Lord and to have them carefully and conscientiously instructed in the articles of our holy Christian faith.

In order that the children may be adequately taught in the faith of the church and trained in the fear of God, thorough instruction to prepare them for their confirmation shall be given by the pastor with all diligence and faithfulness.

Article 9 The Pastor

1. The congregation alone shall have the power to call its pastor. Before doing so, the officers of the congregation shall seek the advice and help of the president of the _____District of the American Lutheran Church.

2. Only such a pastor shall be called as is or will become a member in good standing of the American Lutheran Church.

3. The pastor of this congregation must preach and teach purely Lutheran doctrine, which is in full accord with the Word of God, the Symbolical Books of the Lutheran Church, and the principles set forth in this constitution.

4. He shall lead a Christian life and possess the qualifications required by St. Paul, in I Timothy 3:2-7; Titus 1:7-9.

5. No one shall be permitted to officiate in the pulpit or at the altar of this congregation who is not a member, in good standing, of an Evangelical Lutheran Church body.

6. The above provisions shall also be observed when a congregation or parish calls an assistant pastor or an assistant to the pastor.

Article 10 Legal Ownership in Case of Division

Should disagreement among the members bring about a separation in this congregation, which God forbid, all property shall revert to those who adhere to this constitution.

Article 11 Unalterable Articles

In order to preserve and maintain intact the doctrinal and confessional position of this congregation, to bind its pastor, likewise, to faithfulness thereto in the administration of his sacred office, and to secure and preserve unto all those members of the congregation who remain faithful to this constitution the rightful possession, and use of the church property, the intent and purpose of Articles 2,3,4,8,9,10 and 11 cannot be repealed or altered.

Article 12 Changes in and Amendments to the Articles and By-Laws

Articles and By-laws of this constitution, except those that are made unchangeable in Article 11 of this constitution, may be changed or repealed, or new ones may be added, at any regular business meeting of the congregation by a vote of not less than two-thirds of the voting members present; provided, however, that the subject matter of said By-laws or Articles (or By-laws and Articles) be published to the congregation at the regular services on two Sundays immediately preceding the regular business meeting.

BY-LAWS

Section 1 The Pastoral Call

a) After the congregation has by a majority of at least two-thirds of the votes cast elected a pastor, a written call signed by the members of the church council and attested by the chairman of the meeting and approved by the district president shall be transmitted to the pastor elect.

b) By his call the pastor shall be held to teach, reprove, and comfort in accordance with the confession of faith and the regulations of the congregation.

c) In the call the congregation shall bind itself, in accordance with the Word of God, to receive the pastor-elect as its pastor and spiritual advisor, to tender him Christian respect and obedience, to pray for him, and to show him all manner of good will. It shall also supply his temporal wants in such a manner that he may be able as much as possible to devote all his time and talents to the performance of his official duties.

d) The pastor, assistant, or associate pastor of the congregation shall neither arbitrarily leave, nor shall he be arbitrarily dismissed.

1) While the call of a pastor is not limited as to time, the call of an assistant or associate pastor or an assistant to the pastor may have a time limit if desired.

2) Since both pastor and congregation are mutual parties to the call, the pastor shall, under most circumstances, consult with the congregation, or at least the council, before his decision on any call which he has received.

3) If the pastor deems it advisable to accept the call to another pasorate he shall seek to gain the consent of the congregation at a properly convened meeting.

4) If the congregation deems a change of pastors advisable, the matter shall first be discussed with the pastor at a meeting of the council. If this fails to result in a peaceful adjustment of the difficulties to the satisfaction of the pastor and the congregation, they shall consult with the proper district officials, who shall advise them of the procedure recommended by the Church.

Section 2 Membership

a) Persons who wish to be received into this congregation by transfer of membership from another Lutheran congregation, or by renewal of membership, shall make their desire known to the pastor, who shall bring the matter to the attention of the church council. If no objection is voiced the name of such applicant shall be announced to the congregation as a confirmed member in good standing.

b) Persons who wish to be received into this congregation who are not members of a Lutheran Church shall be instructed in the faith and life of the Lutheran Church; their names shall be presented to the council and they shall then be properly received into membership in this congregation upon profession of faith.

c) A person who wishes to be released from this congregation by transfer of membership to another Lutheran congregation shall make his desire known to the pastor, who shall bring the matter to the attention of the church council. The church council shall convince itself, so far as it can, of the standing in the congregation of the person desiring such transfer, and on the basis of its findings take appropriate action on his request.

d) A person who wishes to be released from this congregation in order to establish membership with another Christian congregation, shall make his desire known to the pastor, who shall bring the matter to the attention of the church council. The church council shall convince itself so far as it can of the standing in the congregation of the person desiring such a release. On the basis of its findings the person may be granted a release to unite with another Christian congregation.

e) Communicant members shall be subject to annual listing by the council as active or inactive members. Active members are those who have received the Sacrament of the Lord's Supper at least once within the year and have attended worship, and in the judgment of the pastor and the council have reasonably fulfilled the duties defined in Article 6, Section 2, unless hindered by sickness or other circumstances beyond their control. Such active members shall be defined as members in good standing. Inactive members are those who, resident or nonresident, have not fulfilled the requirements for active membership unless hindered by circumstances beyond their control. Such inactive members shall be defined as members not in good standing. Listing as inactive members shall be automatically terminated when the person fulfills Article 6, Section 2 of this Constitution.

f) A person who has been inactive for one year as described in item e and who after having been admonished by the pastor and other appropriate persons from the congregation, shall not reactivate himself within one year after attaining the status of inactivity shall be dropped from the roll of membership and be duly notified in writing of this result of his negligence.

Section 2 Business Meetings

a) Annual congregational business meetings shall be held at a time designated by the church council.

1) The voting members present shall constitute a quorum.

2) Time and place of convening shall be announced at public services on two consecutive Sundays immediately preceding the meeting.

b) Special congregational meetings may be held at the call of the pastor or of the church council, and must be called by the pastor at the written request of two-thirds of the church council or ten other voting members of the congregation.

The voting members present shall constitute a quorum.

1) Notice of all special meetings must be given at public services on two consecutive Sundays preceding the meeting or at one public service, and notification of the meeting by mail, such notice to include a statement of the questions to come before the meetings.

c) The church council shall meet at least once a month, at such time as it may decide.

Section 4 Nomination and Election of Officers

a) Officers of the congregation are to be elected by ballot at the annual meeting of the congregation. A majority of the votes cast shall be required for election of a candidate to office.

b) Voting members of the congregation not less than 21 years of age and in good standing shall be eligible to be elected to the church council.

c) A nominations committee consisting of at least 3 confirmed members in good standing shall be appointed by the council at least one month in advance of the meeting when elections are held. At least one candidate is to be nominated for each vacancy. Additional nominations may be made from the floor.

d) The church council shall consist of twelve members whose election shall take place at the annual meeting. The term of office shall be for three years and a man is eligible to succeed himself only once. Four members of the council are to be elected to a three year term each year.

e) Newly elected and re-elected members of the church council shall assume their responsibilities on the first Sunday following their election, or at such time as may be designated by the congregation.

f) Newly elected and re-elected officers shall be publicly installed by a pastor as soon after election as feasible, at which time they are to be acquainted with their respective duties as outlined in section 5.

g) Tellers shall be appointed by the chairman to assist in the election and to tabulate the votes cast.

h) As soon as possible after the election the new council shall meet for the purpose of electing its president for the coming year.

i) As soon as possible after election, the president shall call the council together for the purpose of organizing itself for the coming year. The president shall nominate, from the council, chairmen of the following standing committees: Stewardship; Parish Education; Finance; Evangelism; Property; Worship; Youth; Fellowship; Loyalty. These nominations shall be presented to the council for unanimous approval. Upon approval, these members automatically become chairmen of their respective committees.

j) The president and pastor in conference with the chairmen of the various committees are to appoint personnel to staff the respective committees. The chairmen of these committees are to proceed immediately in beginning work as outlined in Section 5. The chairman of the congregation and the pastor have the privilege of serving as ex-officio members on all the various committees.

k) The president shall nominate, subject to the approval of the council, the following officers and whose duties shall be as follows:

1) Secretary - The secretary shall keep accurate record of all proceedings of the church council and the congregation in a securely bound book. He shall also take care of any correspondence incident to the business of the council and the congregation.

2) Financial secretary - The financial secretary shall have charge of supervising and recording all funds received by the congregation. He shall keep an accurate record of individual contributions and submit a weekly report to the treasurer and a monthly report to the council. His accounts shall balance with that of the treasurer.

3) Treasurer - The treasurer shall hold in safe-keeping all money belonging to the congregation, shall disburse money by check only on the approval of the church council and shall report regularly to the church council and annually upon audit to the congregation. The treasurer shall be bonded in the amount determined by the council, the premium to be paid by the congregation.

4) Sunday school superintendent - The Sunday school superintendent shall be the administrator to the Sunday School. His specific duties shall be determined by the Parish Education committee.

l) The Secretary, Treasurer, Financial secretary, and the Sunday school superintendent of the congregation shall be appointed to a term of one year with no maximum tenure of office. These appointees may serve in an advisory capacity to the church council when they are not members of the council.

m) The chairman of the congregation and the chairmen of the finance and property committees shall constitute the trustees of the congregation. Their specific duties shall be to represent the congregation before the world in all legal matters.

Section 5 Duties of Officers

General Duties

The officers of this congregation shall be Christian examples to the other members of the congregation by regularly participating in divine services, by hearing and doing God's Word, and by frequently partaking of the Lord's Supper.

Special Duties

a) Parish Education - The Parish Education Committee shall, subject to the control of the congregation, carry on the planning, programming and business affairs of its various schools, such as Christian Day School, Sunday School, Vacation Bible School. To promote Bible reading, Family devotions, Christian periodicals, etc.

b) Finance - The Finance Committee shall, subject to the control of the congregation, prepare the budget, suggest control for expenditures, act as purchasing agent, supervise the handling and banking of funds, and see that bills are properly and promptly paid.

c) Evangelism - The Evangelism Committee shall, subject to the control of the congregation, carry on the program of deepening the spiritual life of the members of the congregation, winning back the lapsing, and winning the unchurched of the community to a deeper relationship with Christ.

d) Property - The Property Committee shall, subject to the control of the congregation, see that the property of the congregation is maintained in good repair, that the property is insured, and that the necessary expansion of physical needs be provided.

e) Worship - The Worship Committee shall, subject to the control of the congregation, see that the ushering be properly and efficiently conducted, that the congregation have choirs and personnel to deepen the musical life of the church, and that everything possible be done to aid in making the services meaningful and worshipful.

f) Stewardship - The Stewardship Committee shall, subject to the control of the congregation be responsible for stewardship education within the congregation, shall be responsible for the every-member visitation, fund-raising, and the propagation of the good use of time and talent within the congregation.

g) Fellowship - The fellowship committee shall, subject to the control of the congregation, plan and execute the various kinds of fellowship activities within the congregation. Included in this fellowship activity would be fellowship of a spiritual nature and fellowship of a social nature.

h) Youth - The Youth Committee shall, subject to the control of the congregation, be responsible for a complete program for the youth within the congregation. It shall help provide sponsors for the various youth organizations and activities and shall see to it that an adequate program for the youth is maintained.

i) Loyalty - The Loyalty Committee shall, subject to the approval of the congregation, be responsible for the stimulation of attendance at worship services, Holy Communion, Sunday School, and the organizations.

Section 6 Announcement for Communion

a) Those intending to commune shall announce their intention to the pastor in ample time as a commendable spiritual exercise to aid the communicant in his preparation for a worthy reception of the Sacrament of Holy Communion.

b) As a rule, no one shall be admitted to the Communion Table except by previous announcement.

Section 7 Current Expenses and Benevolence

a) Monies for current expenses of the congregation and for benevolences are to be contributed by whatever means considered best by the pastor and the church council, and approved at any regular congregational meeting. In planning the financial program due consideration shall be given to the recommended systems of the American Lutheran Church, such as Every Member Canvass, Envelopes, Proportionate Giving, etc.

b) All monies so collected shall be used for the purpose for which they have been gathered.

Section 8 Church Discipline

a) Members who live in open sin shall be disciplined according to Matthew 18.

b) Open and impenitent transgressors, who are expelled from the congregation, lose all rights and privileges of a member except that of hearing the Word of God.

NOTE: In the early stages in the life and development of the mission it will be impossible to have a twelve man council, therefore in the by-laws, Section four, Item d, a change will have to be made until the congregation reaches the size where a twelve man council will be feasible. Until that time elect a smaller group and elect them for one year at a time. Consequently section four, item i, would also have to be changed until the congregation becomes large enough to support eight standing committees. A good procedure might be that early in the life of the mission the following committees be combined and established: Stewardship and Finance; Parish Education; Evangelism (combined Worship, Loyalty and Evangelism; and Youth with Parish Education) and Property. Thus the congregation would begin with four standing committees.

2-15-56-3000

APPLICATION FOR SUPPORT to the.....DISTRICT MISSION COMMITTEE of the AMERICAN LUTHERAN CHURCH, for the YEAR 19.....

Exact Corporate Name of the Congregation: .....

Exact and Complete Address of the Church: ..... No. ..... Street ..... City ..... Zone ..... State .....

Name and Complete Mailing Address of Pastor .....

..... Tel. No. .....

Name and Address of Financial Secretary, or Treasurer to whom checks are to be sent: .....

Date Work Was Begun: .....

Date Organized: .....

Membership as of Date of This Application

Baptized..... Confirmed..... Communing.....

Total Conf. Accessions During Past Year: .....

Total Conf. Losses During Past Year: .....

Total Number of Calls by Pastor: .....

(Count all calls made in the interest of the Church during the year)

Total Calls Made By Members: .....

Are You Using the Total A.L.C. Promotional Material in Stewardship: Yes / No.....

Youth: Yes / No.....

Evangelism: Yes / No.....

Women of the Church: Yes / No.....

Brotherhood: Yes / No.....

Does the Congregation Own the Parsonage? Yes / No.....

If Rented, to Whom does the Congregation Pay the Rent? .....

Average Sunday School Attendance: .....

Average Church Att. (Prin. Ser.): .....

Do You Use American Uniform .....

Others .....

Christian Growth .....

(Specify Title and Source): .....

CONDITIONS ON WHICH SUPPORT IS GRANTED

1. Support may be granted only when a congregation, after doing its full duty, is still unable to meet its financial obligations. The members should question themselves conscientiously, in the presence of God, whether they have done their very best, before they ask for support from the Mission Funds.

Support will be reduced as the congregation is able to assume a larger share of its financial program. All aid will be discontinued when the congregation is able to support its own work, or when in the judgment of the District Mission Committee, the promise of reasonable growth no longer justifies continuation of assistance.

2. It is the adopted policy of the American Lutheran Church that mission support may be granted on the basis of a Table of Expectancy prepared for each individual mission congregation. Self-support is to be assumed according to this Table of Expectancy. Changes in the Table of Expectancy must be submitted to the District Mission Committee for approval. If approved, the District Mission Committee shall file copies with the Board of American Missions.

3. Support will be granted only to congregations affiliated with the American Lutheran Church and on condition that the pastor is in good standing in a constituent district of the American Lutheran Church and has been regularly called as pastor after having been recommended to the congregation by the proper authorities.

4. The grant of support shall in all cases be related to and contingent upon the definite acceptance by the aided congregation of an approved schedule of local financital support with specific goals for pastoral support, property obligations, including loans, interest and insurance, and annual contributions to benevolence as set forth in the Table of Expectancy of that particular congregation.

5. Support is granted to a mission on the condition that it will accept the supervision of the District Mission Committee and conform to the general policies established by the Committee on Home Missions and by the Board of American Missions. It should also adhere to the following program of activities: A weekly service of worship, a weekly Sunday school, a Daily Vacation Bible school or its equivalent, a teacher training class, an organization for young people, some form of adult education, adult membership classes, children's catechetical classes, a continuous promotion of family religion or family altar, and evangelistic efforts. These activities must be conducted in the English language, but if desired, *in addition,* may be carried on in other languages. It is also understood that the service of the pastor may also be used in canvassing and servicing neighboring mission fields in accordance with the wishes of the District Mission Committee.

GENERAL INSTRUCTIONS

1. The District Mission Committee should be advised as to the time of the congregational meeting when the application for support for the next year will be considered. Whenever possible a representative of the District Mission Committee should attend such a meeting.

2. An application must be presented for each congregation and three copies duly signed by the congregation's proper officers, should be sent to the District President's office. After the District Mission Committee has taken action, one copy of the application will be retained by the District Mission Committee, one copy will be returned to the congregation and one copy will be forwarded to the Board of American Missions of the American Lutheran Church, 57 E. Main St., Columbus 15, Ohio.

3. Each application for support must be submitted on the form provided by the Board of American Missions and must contain all the information requested.

4. If the parish contains more than one congregation, this Application, in triplicate, must be filed for each congregation *sharing in the subsidy request.* All information shall be for the particular congregation only—not for total parish."

Date Table Was Prepared

Pattern of Progress
Table of Expectancy

Participants in Preparation of this Table (list by name):

District President:

Mission Committee:

Board of American Missions:

Church Council:

	EXPECTED GROWTH AND PROGRESS					
	Now	Beginning 1-1-5	Beginning 1-1-5	Beginning 1-1-5	Beginning 1-1-5	Beginning 1-1-5
Confirmed Members						
Ave. Sun. School Attendance						
Average Church Attendance						
Total Monthly Budget . . Line 35 Page 3						
Total Local Support MONTHLY						
Monthly Subsidy						

PACKAGE TOTALS			ANNUAL SUBSIDY		
				Estimate	*Final*
	Date: *Estimate*	Date: *Final*	1st Year		
Land	$	$	2nd Year		
Church	$	$	3rd Year		
Parsonage	$	$	4th Year		
Subsidy	$	$	5th Year		
Total Package	$	$	Total		

NOTES AND COMMENTS:

ANALYSIS OF NEEDS AND RESOURCES

	Treasurer's Report for Period Jan. 1 to Dec. 31		Estimated Needs for *Year* 19.....		As approved by Mission Committee	
1	A. RECEIPTS for the Year 19.....					
2	Balance Brought Forward ..... $		$			
3	From Congregation (All local support)					
4	Average per Conf. Member .... $		$		$	
5	From Mission Funds, A. L. C.					
6	From Other Sources Outside the Congregation					
7						
8	Total ..... $		$			
9						
10	B. EXPENDITURES—total for Congregation:					
11	Pastor's SALARY ..... $		$		$	
12	Pastor's Other Allowances (Utility, Car, Other)					
13	Travel to Dist. and Conf. Meetings					
14	Organist's Salary (if no volunteer will serve)					
15	Janitor's Salary (if no volunteer will serve)					
16	CHURCH Heat, Light, Water, Telephone....					
17	Rent for Place for Worship					
18	Rent for Parsonage					
19	Pensions, District Dues					
20	Insurance, Taxes					
21	.....					
22	Refunds to American Lutheran Church (Principal and Interest)					
23	Payments on Other Debts (Principal and Interest)					
24	Supplies and Maintenance					
25	Repairs and New Equipment					
26	Miscellaneous (Not over $200.00)					
27	OTHER ITEMS:					
28	Enumerate					
29	.....					
30	.....					
31	.....					
32	.....					
33	Bal. Cd. Fwd. ..... $					
34	TOTAL ANNUAL ..... $		$		$	
35	Average *Monthly* ..... $					
36						
37						
38	C. BENEVOLENCE					
39	To A.L. C. Benevolence ..... $					
40	To Other Benevolence					
41						
42						
43						

ASSETS AND LIABILITIES

44	PROPERTY Values		Our Present Debts are as follows:	
45	Church Edifice and Lot ..... $		Building Fund, A. L. C. ..... $	
46	Parsonage and Lot		Bank or Banks	
47	School or Parish House and Lot		Individual Creditors	
48	Other Property including Bonds and Investments		.....	
49				
50	Total ..... $		Total	

CERTIFICATE OF AGREEMENT BY MISSION

We, the members of the duly organized congregation whose names and addresses appear in this application, assembled in a legally called congregational meeting on (Date) ..... at (Place) ..... having heard the reading of this application and approving all the statements as true; hereby apply for support in the amount of $..... and agree to observe all the terms of this contract. In consideration of the aid given, we further agree and promise that in event this congregation severs its connection with the American Lutheran Church in a manner other than by honorable dismission, or ceases to be served by a pastor of the American Lutheran Church or sister synod in the American Lutheran Conference, or in the event the congregation should disband, the full amount of money received from the Board of American Missions of the American Lutheran Church shall immediately become due and payable to said Board from the assets of the congregation.

SIGNED FOR THE CONGREGATION

By ....., Chairman By ....., Secretary

By ....., Pastor

CERTIFICATE OF AGREEMENT BY DISTRICT MISSION COMMITTEE

The undersigned District Mission Committee as the authorized agent of the Board of American Missions of the American Lutheran Church hereby grants to the herein named mission congregation of the American Lutheran Church, out of the appropriation of the American Lutheran Church for its Home Missions and the allotment to the herein named district the sum of ..... Dollars ($.....), for the year 19....., subject to the following conditions:

1. This grant is made to help the aforementioned Mission to meet its financial obligations as listed in its budget in this application and approved by the aforementioned Mission Committee.

2. This grant shall be paid in full, if possible. The right is reserved, on behalf on the American Lutheran Church, to pay only such a per cent of this grant as shall be determined on the basis of its relation to the income of the American Lutheran Church for the period in question. In such cases, any portion of the grant remaining unpaid at the close of the fiscal year in question shall become null and void, unless otherwise decided by the American Lutheran Church or its Board of Trustees.

3. The grant shall be paid in installments as agreed upon by the District Mission Committee and the Board of American Missions.

4. This grant shall be paid only to the designated officers of the aforementioned Mission. No transfer of any unpaid portion thereof to any individual, firm, or society, shall be recognized as a valid lien, claim, or other legal obligation against the American Lutheran Church or its authorized agents.

5. This grant is for the year specified only. In case of a vacancy or other change of conditions in the aforesaid Mission, it may be terminated, reduced or increased by action of the District Mission Committee. A new application on the proper blanks furnished by the Board of American Missions must be made for the year following the termination of this grant.

CERTIFIED AND SIGNED FOR THE DISTRICT MISSION COMMITTEE

Date of District Mission Committee Approval ..... By .....
Chairman

By .....
Secretary

REMITTANCE FORM

Date

DO NOT write in this space

No. of subscribers on list:

_____ Lutheran Standard

_____ Kirchenblatt

If honor roll check here ☐

Amount Collected _____

Commission _____

Amount Sent _____

Church _____

Location _____

Pastor _____

Remitter _____

Address _____

PLEASE LIST SUBSCRIBERS FOR EACH POST OFFICE SEPARATELY, ALPHABETICALLY BY LAST NAME FOR EACH TOWN.
LIST ALL LUTH. STANDARD SUBSCRIBERS FIRST, KIRCHENBLATT AT END OF LIST.

	Name	Street or Route	City and State	Luth. Standard		Kirchenblatt		Do not write here.
				Renew	New	Renew	New	

Please make check or money order payable to THE WARTBURG PRESS, 55-59 East Main Street, Columbus 15, Ohio.

ALL SUBSCRIPTIONS PAYABLE IN ADVANCE

	Name	Street or Route	City and State	Luth. Standard		Kirchenblatt		Do not write here.
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Exhibit I

MISSIONARY'S REPORT

Name of Church.....

Name of Pastor.....

Address of Pastor.....

Date Week ending													
Church Attendance													
S. S. Attendance													
Church Offering													
S. S. Offering													
Subsidy													
Benevolence													
Other													
Current Expenses													
Capital Expenses													
Benevolence													
Confirmed Gain													
Confirmed Loss													
Baptized Gain													
Baptized Loss													
Confirmed Membership													
Baptized Membership													

Form B-1

Architectural Service

Board of American Missions (J)
American Lutheran Church
57 E. Main St., Columbus 15, Chi

The following information is required for the preparation of plot plans for your church building. Send this information directly to:

Mr. Glenn A. Bickerstaff - Architect
Investment Building
Pittsburgh, Pennsylvania

1. Secure a local surveyor to make a complete survey of your land area, includin in his report the following information:
   a. Property lines and dimensions
   b. Streets and pavements
   c. Grades or contours
   d. Sewers, sanitary and storm, if any
   e. Location of water, gas and electric service
   f. Building lines
   g. Restrictions, if any
   h. Easements, if any
   i. Any special circumstances
   j. Location of desirable trees

2. Carefully supply the following information:
   a. Direction of prevailing winds
   b. Direction of best view
   c. Are there any other buildings or conditions in the area which would affect the placement of the building on the lot?

   d. If there are two or more streets bounding the lot, which street is the most logical one for the church to face?

   e. Comments or suggestions.

3. On the back of this page give exact legal description of land.

4. If possible, send four snapshots of the site, one each from the north, east, south and est sides of the property. Label each one on the back, thus: "looking (N., S., E., or W.) from a point ___ feet from property line."

Name of Congregation.....

Location.....

Name and address of person reporting:

.....

.....

.....

.....
Date

BOARD OF AMERICAN MISSIONS

OF THE

AMERICAN LUTHERAN CHURCH

57 EAST MAIN ST., COLUMBUS 15, OHIO
CA. 1-7411

Date of Application .....

$ .....

Application for loan from Building Fund .....

(Church or Parsonage)

Before completing the application be sure you have read and fully understand the entire application. Address any inquiries to: Board of American Missions, American Lutheran Church, 57 East Main Street, Columbus, Ohio.

1. The exact Corporate Name of the congregation is: .....

2. The exact and complete address of the church is: .....

3. The name and complete mailing address of Pastor: ..... Tel. No. .....

4. Exact Date Work Began ..... Exact Date of Organization ..... Exact Date of Incorporation ..... Date Cong. was received by District .....

5. Confirmed Membership now: ..... One year ago ..... Two years ago .....

The reasonable estimate of expected growth is one factor conditioning the size and type of building needed. Therefore please state:

6. Expected Confirmed Membership

One year from now:	Two years from now:	Three years from now:	Four years from now	Five years from now

7. State *radius* in miles of the area this mission serves: ..... Total population in this radius: ..... Nearest Lutheran Church to proposed location: ..... Synod ..... Distance .....

8. Other Denominations or Church organizations in the above radius

	Name	Membership	Distance from site
1.			
2.			
3.			
4.			
5.			

9. Describe each piece of property owned by congregation at time of this application

	Size and location	Cost Price	Present Value
1.			
2.			
3.			
4.			
5.			

10. List *all* debts of the congregation at the time of this application

	Amount	Interest	How secured.	Required Annual Payments
1.	$			
2.	$			
3.	$			

I, ..., Secretary of the congregation named hereon hereby certify that I am the secretary of the said congregation filing this application; that the foregoing application in its entirety, including the answers to all questions as hereon contained, was read to the members of the congregation at a meeting held on the ..... day of ....., 19... and that said foregoing application was duly and regularly approved as here contained for submission to the District Mission Committee, by a unanimous vote of those present

IN WITNESS WHEREOF, I have hereunto signed my name as secretary on this ..... day of ..... 19...

.....
Secretary.

FOR OFFICE USE ONLY — DO NOT WRITE IN THIS SPACE

In compliance with Church and Parsonage Building Fund procedures, a check in the amount of $, payable to: ..... is requested as payment of the loan herein requested, approved by the District Mission Committee and granted by the Board of American Missions, as per resolutions appearing hereon.

The items checked below are presented herewith for filing for the duration of this loan with the official records of the American Lutheran Church.

- ☐ ☐ 1. Resolution of the Congregation, as per form provided.
- ☐ ☐ 2. Note, properly signed, as per form required.
- ☐ ☐ 3. First Trust Deed or First Mortgage, protecting note.
- ☐ ☐ 4. Policy of Title Insurance or Abstract of Title continued through recording of above obligation, showing title to have no other incumbrances and to be fully marketable.
- ☐ ☐ 5. Policy of fire insurance with extended coverage, or congregation's approval to Board of American Missions to place coverage in the United States Fire Insurance Company.

APPROVED

BY: .....
Executive Secretary of the Board of American Missions

.....
Director of Stewardship and Finance

Application ..... Fund

$ .....

Congregation at: .....

Pastor: .....

Date received: .....

Date presented to Board: .....

Date of final action: .....

Date loan was paid: .....

Action of Board of American Missions

Minutes date: ..... *Page:* .....

Resolution

.....19.....
Place Date

At a meeting of the ..... Evangelical Lutheran Congregation of ....., a corporation of the state
City State
of ....., duly and regularly called and held on the ..... day of ....., 19....., the following resolution was duly adopted by the unanimous vote of all the members present and the same has not been revoked, to-wit:

RESOLVED, that the Board of Trustees of this corporation be, and is hereby authorized to borrow from the Church Building Fund of the American Lutheran Church the sum of ..... Dollars ($.....) for the purpose of aiding the congregation in the erection of a ..... and that said Board of Trustees is furthermore authorized in the name of the congregation to sign all the necessary instruments.

BE IT FURTHER RESOLVED, That the congregation hereby places itself under the supervision of the District Mission Committee until the loan involved has been completely repaid.

Signed in the name and by authority of the .....
Evangelical Lutheran Congregation of .....
City State

.....
President

.....
Secretary

I, ..., Secretary of said ..... Evangelical Lutheran Congregation of .....,
a corporation, hereby certify that I am the Secretary of said corporation above named; that the foregoing resolution was duly and regularly passed as above stated by the said congregation at a meeting duly and regularly called and held at the time hereinbefore stated.

IN WITNESS WHEREOF, I have hereunto signed my name as Secretary and attached the seal of said corporation this ..... day of ....., 19.....

.....
Secretary

Resolution

.....19.....
Place Date

At a meeting of the ..... Evangelical Lutheran Congregation of ....., a corporation of the state
City State
of ....., duly and regularly called and held on the .....
day of ....., 19....., the following resolution was duly adopted by the unanimous vote of all the members present and the same has not been revoked, to-wit:

RESOLVED, that the Church Council of this corporation be, and is hereby authorized to borrow from the Parsonage Building Fund of the American Lutheran Church the sum of ..... Dollars ($.....)
for the purpose of aiding the congregation in the erection of a .....
.....and that said President and Secretary are furthermore authorized in the name of the congregation to sign all the necessary instruments; and be it further

RESOLVED, that the congregation hereby places itself under the supervision of the District Mission Committee until the loan involved has been completely repaid.

Signed in the name and by authority of the .....
Evangelical Lutheran Congregation of .....
City State

.....
President

.....
Secretary

I, ..., Secretary of said .....
..... Evangelical Lutheran Congregation of .....,
a corporation, hereby certify that I am the Secretary of said corporation above named; that the foregoing resolution was duly and regularly passed as above stated by the said congregation at a meeting duly and regularly called and held at the time hereinbefore stated.

IN WITNESS WHEREOF, I have hereunto signed my name as Secretary and attached the seal of said corporation this ..... day of ....., 19.....

.....
Secretary

Organizational Chart

Congregation

Council

BOARD OF DEACONS

(1) Provide ushers for worship services
(2) Institute a training program for ushers
(3) Greet Visitors
(4) Prepare the sanctuary for baptisms, Communion
(5) Care for altar appointments

BOARD OF EVANGELISM

(1) Bring in unchurched Lutherans
(2) Bring in unchurched non-Lutherans
(3) Encourage the baptism of all unbaptized
(4) Bring in new members for Sunday School
(5) Welcome and show an interest in visitors

BOARD OF FINANCE

(1) Plan and recommend the annual budget
(2) Be responsible for securing church income
(3) Account for receipts and expenditures (Treasurer)
(4) Keep records of offerings and contributions (Fin. Secretary)
(5) Encourage regular sacrificial giving

BOARD OF MEMBERSHIP

(1) Promote regular church attendance
(2) Encourage regular Communion attendance
(3) Inspire participation in the church program
(4) Comfort the sick and shut-ins
(5) Visit new members

BOARD OF PARISH EDUCATION

(1) Be concerned with the Sunday School
(2) Supervise the youth program of the church
(3) Encourage personal and group Bible study
(4) Obtain readers for church periodicals, etc.
(5) Foster good music in the church

BOARD OF PUBLIC RELATIONS

(1) Develop a publicity program for the church
(2) See that members are informed about church
(3) Handle church advertising
(4) Plan church social activities
(5) Encourage Christian service in community

BOARD OF TRUSTEES

(1) Supervise repair and maintenance
(2) Arrange for cleaning of the church
(3) Program the use of church facilities
(4) Be concerned with improvements to property
(5) Handle legal business of congregation

Only the board chairmen are members of the council, along with the President of the Congregation, Secretary, Financial Secretary, Treasurer, and Pastor (Council 12 men in all).

Each board meets ~~individually~~ during the month to conduct its own business. Only recommendations are brought to the council meeting with reports by the chairmen of the boards (or someone to represent them in emergencies). The number of persons serving each of the seven boards will depend upon the size of the congregation (perhaps 25% of the total congregation membership should serve on the boards).

Organization Chart (2)

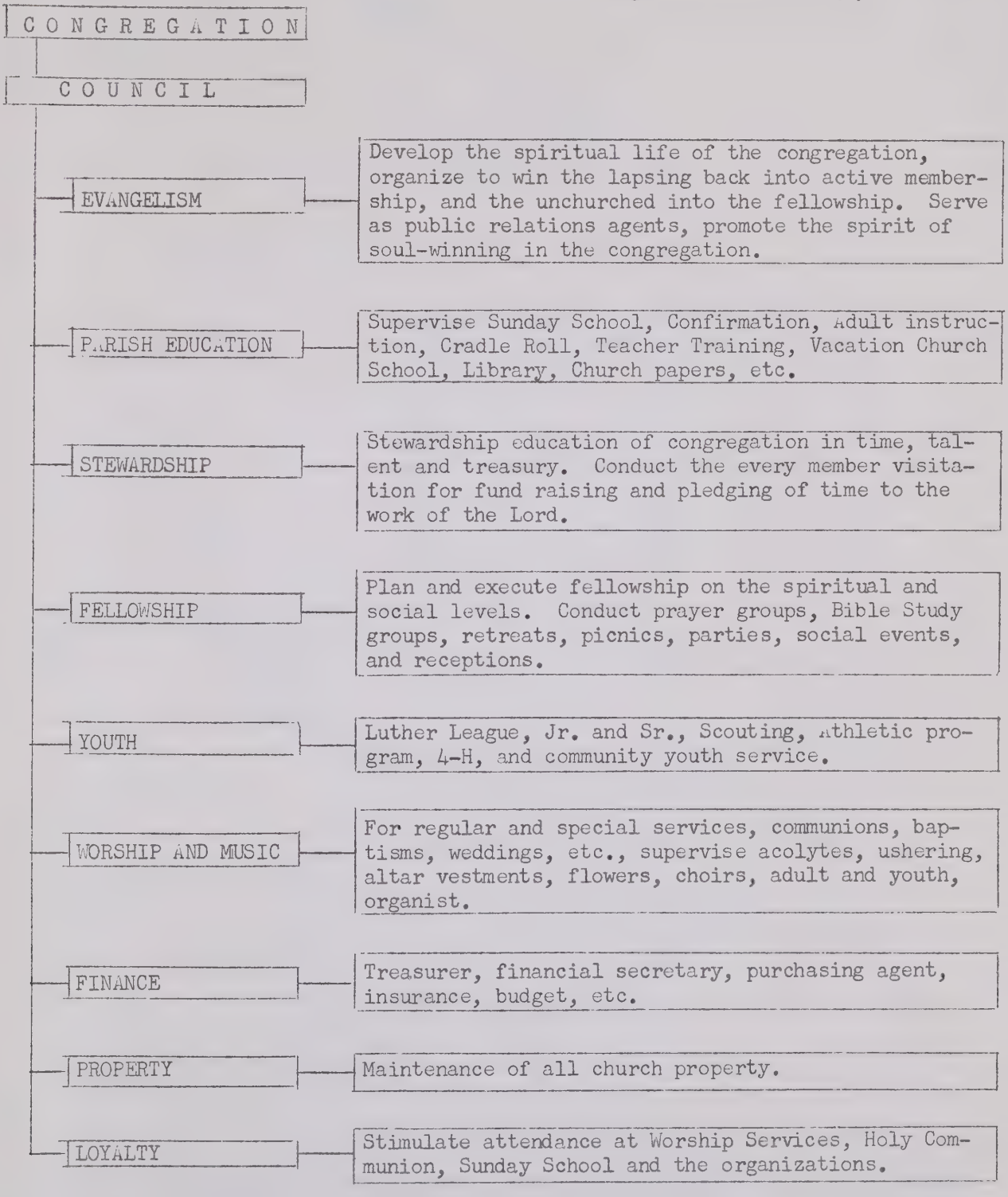

CONGREGATION
COUNCIL
EVANGELISM
Develop the spiritual life of the congregation, organize to win the lapsing back into active membership, and the unchurched into the fellowship. Serve as public relations agents, promote the spirit of soul-winning in the congregation.
PARISH EDUCATION
Supervise Sunday School, Confirmation, Adult instruction, Cradle Roll, Teacher Training, Vacation Church School, Library, Church papers, etc.
STEWARDSHIP
Stewardship education of congregation in time, talent and treasury. Conduct the every member visitation for fund raising and pledging of time to the work of the Lord.
FELLOWSHIP
Plan and execute fellowship on the spiritual and social levels. Conduct prayer groups, Bible Study groups, retreats, picnics, parties, social events, and receptions.
YOUTH
Luther League, Jr. and Sr., Scouting, Athletic program, 4-H, and community youth service.
WORSHIP AND MUSIC
For regular and special services, communions, baptisms, weddings, etc., supervise acolytes, ushering, altar vestments, flowers, choirs, adult and youth, organist.
FINANCE
Treasurer, financial secretary, purchasing agent, insurance, budget, etc.
PROPERTY
Maintenance of all church property.
LOYALTY
Stimulate attendance at Worship Services, Holy Communion, Sunday School and the organizations.

Exhibit O

ORDER BLANK to:

Board of American Missions
57 E. Main Street
Columbus 15, Ohio

FROM
Name:.....

Street Address.....

City, Zone and State.....

The following supplies are for the mission at:.....city

.....State

1.	Handbook or annual packet for:			
	A. Evangelism	I have it ( )	Please send it	( )
	B. Youth Work	I have it ( )	Please send it	( )
	C. Parish Education	I have it ( )	Please send it	( )
	D. Home Missions	I have it ( )	Please send it	( )
	E. Stewardship	I have it ( )	Please send it	( )
	F. Financial Officers	I have it ( )	Please send it	( )
2.	The Record System, including parish register, journal, family index and statistical records	I have it ( )	Please send it	( )
3.	50 American Lutheran Church Hymnals	I have them ( )	Please send them	( )
4.	50 "Songs of Praise"	I have them ( )	Please send them	( )
5.	24 R.S.V. Bibles	I have them ( )	Please send them	( )
6.	200 "Christian Truths Made Plain"	I have them ( )	Please send them	( )
7.	Junior Mission Band Packet	I have it ( )	Please send it	( )

Date work was begun at this location.....

Date pastor arrived.....

Name of congregation, if definite.....

(NOTE: If your mailing address is different than actual street address (a box number, general delivery), please include both addresses. Heavier items are shipped by motor freight and a street address is essential. Smaller items will be sent by parcel post.)

PROCEDURES

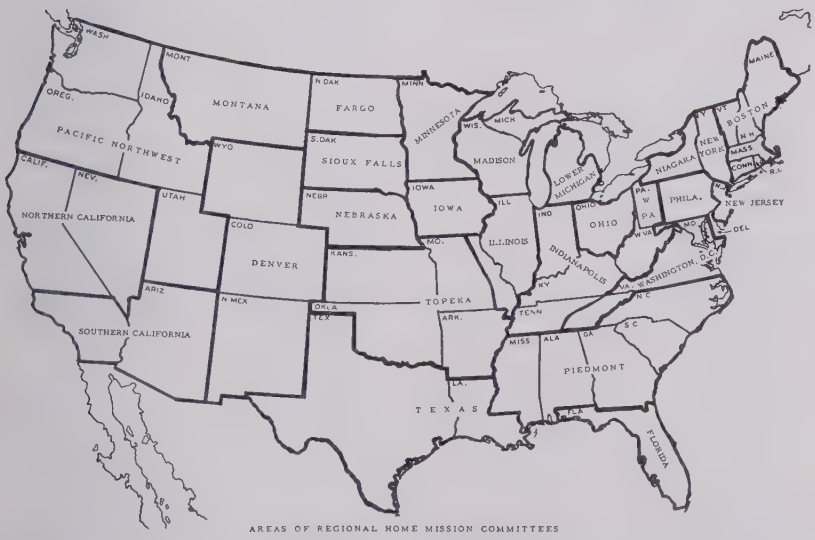
For

Regional Home Mission Committees

of the

Division of American Missions

NATIONAL LUTHERAN COUNCIL



AREAS OF REGIONAL HOME MISSION COMMITTEES

Areas of Committees

BOSTON
....States of Connecticut, Maine, Massachusetts, New Hampshire, Rhode Island, Vermont

DENVER
....States of Colorado, New Mexico and Wyoming

FARGO
....State of North Dakota

FLORIDA
....State of Florida

ILLINOIS
....State of Illinois; Eastern Missouri—all counties east of Schuyler, Adair, Macon, Randolph, Boone, Cole, Miller, Pulaski, LaClede, Wright, Douglas and Ozark

INDIANAPOLIS
....Kentucky, Indiana, and that part of Tennessee which is in the Kentucky-Tennessee Synod of the ULCA

IOWA
....State of Iowa

LOWER MICHIGAN
....Lower Peninsula of Michigan

MADISON
....State of Wisconsin and Upper Peninsula of Michigan

MINNESOTA
....State of Minnesota

MONTANA
....State of Montana

NEBRASKA
....State of Nebraska

NEW JERSEY
....State of New Jersey

NEW YORK
....Eastern New York—all counties east of St. Lawrence, Jefferson, Lewis, Oneida, Madison, Chenango, and Broome

NIAGARA
....Western New York—all counties west of and including St. Lawrence, Jefferson, Lewis, Oneida, Madison, Chenango, and Broome

NORTHERN CALIFORNIA
....Northern California — all counties north of San Luis Obispo, Kern, and San Bernardino; State of Nevada

OHIO
....State of Ohio

PACIFIC NORTHWEST
....States of Washington, Oregon, Idaho and Utah

PHILADELPHIA
....State of Delaware; Eastern Pennsylvania east of and including Johnstown, following the division between the Pittsburgh Synod ULCA and other Pennsylvania Synods of ULCA

SIOUX FALLS
....State of South Dakota

PIEDMONT
....States of North Carolina, South Carolina, Georgia, Alabama, Mississippi

SOUTHERN CALIFORNIA
....State of Arizona; Southern California including San Luis Obispo, Kern, and San Bernardino counties and all south thereof.

TEXAS
....States of Texas and Louisiana

TOPEKA
....States of Arkansas, Kansas, Oklahoma, Western Missouri—all counties west of and including Schuyler, Adair, Macon, Randolph, Boone, Cole, Miller, Pulaski, LaClede, Wright, Douglas, and Ozark

WASHINGTON, D. C.
....States of Maryland, Virginia, District of Columbia, and that part of Tennessee which is a part of the Virginia Synod of the ULCA

WESTERN PENNSYLVANIA
....State of West Virginia; Western Pennsylvania west Johnstown following the division between the Pittsburgh Synod ULCA and other Pennsylvania Synods of the ULCA

Procedures

for

Regional Home Mission Committees

GENERAL STATEMENT

Purpose of Division of American Missions:

"The Division of American Missions shall have as its functions: to assist the Participating Bodies in the promotion of the cause of American Missions in the congregations; to conduct such phases of missionary activity as may be agreed upon; to ascertain areas and fields in which the Participating Bodies may carry on home missionary work cooperatively, or, if separately, without competition or overlapping; with the consent of Participating Bodies concerned, to investigate situations of allegedly harmful duplication of work of congregations belonging to different Participating Bodies, and to suggest means for the elimination of such harmful duplication, as may be found to exist; to survey work among certain racial groups with a view to establishing a cooperative ministry to these groups, and such other functions as may be assigned to it by the Council with the approval of the Participating Bodies." (*From the Constitution of the National Lutheran Council*)

In order to accomplish certain of the above objectives, particularly in ascertaining areas in which the participating bodies may carry on mission work without competition or overlapping, and in investigating situations of allegedly harmful duplication of the work of congregations belonging to the participating bodies, regional home mission committees shall be established to operate according to the outline of the procedures listed below.

In assigning fields according to these procedures it is understood that the body to which a field is assigned will develop and maintain a program on that field that meets the needs of all National Lutheran Council bodies for that particular area.

OUTLINE OF PROCEDURES

I. Name

Each regional committee shall select a name which most adequately describes its area, as follows: "..... Regional Home Mission Committee of the Division of American Missions of the National Lutheran Council."

II. Membership

Each participating body of the National Lutheran Council shall be entitled to two voting representatives on the regional committee. These representatives shall be appointed by the presidents or the respective mission boards of the participating bodies for a term of two years. Where two members are appointed by a participating body, the term of one member shall expire each year, as of January 1.

III. Officers

A. Election and Term

Each regional committee shall elect a chairman, a vice-chairman, and a secretary-treasurer. Officers shall hold office for a term of one year. Whenever possible, officers shall be so elected that no two officers come from any one participating body. Officers shall not be eligible to succeed themselves more than twice. The chairman shall not be denied a vote by virtue of his office.

Other officers and sub-committees may be elected or appointed, as determined by the regional committee.

B. Duties of Officers

1. The general duties of the officers shall be those normally associated with the respective offices, and such other special duties as are assigned in these procedures.

2. Should dissatisfaction concerning the assignment of a field be registered, as outlined in section IX, the officers shall investigate the basis of dissatisfaction and shall recommend amicable settlement.

IV. Minutes and Reports

A. The minutes of the meetings of the regional committee shall be kept by the secretary and two copies sent to each member.

B. Fifteen copies of the minutes of each meeting of the regional committee shall be sent to the Executive Secretary of the Division of American Missions, 327 South LaSalle Street, Chicago 4, Illinois.

V. Meetings

A. Regular meetings of the committee shall be held not less than two, nor more than four times a year. Special meetings shall be called at the request of three members of the committee, or may be called by the chairman of the committee.

B. Official notice of the meeting shall be sent to members of the regional committee at least ten days before the meeting, and in such notice an agenda

of known items to come before the meeting shall be listed, including all requests for fields that have been submitted to the committee for action.

C. Each regional committee shall determine what shall constitute a quorum, but at least two-thirds of the bodies actively participating in the committee must be represented.

VI. Finances

A. Travel expenses for the committee members shall be paid by the participating bodies they represent.

B. General expenses for the committee, such as postage, stationery, mimeographing, etc., not exceeding $25.00 annually, shall be paid by the Division of American Missions, at the request of the secretary-treasurer of the committee.

C. Projects involving a greater expense than the amount allowed for general expenses shall not be undertaken until approved by the Division of American Missions. If such project is approved by the Division of American Missions, the expenses will be paid by the Division on presentation of proper certification.

D. No monies shall be solicited from outside sources by the regional committee without the consent of the Division of American Missions.

VII. Procedures for Assignment of Home Mission Fields

A. Definitions for Regional Committee Purposes

1. An *open field* is an area in which mission work could be started without conflict with the work of an existing congregation belonging to one of the bodies of the National Lutheran Council.

2. An *occupied field* is an area in which, in the judgment of the regional committee, a congregation belonging to one of the bodies of the National Lutheran Council serves the area adequately.

3. An *assignment of a field* to a participating body shall give it the right to make whatever investigation of that field it deems necessary, and to organize a congregation.

It shall be understood that an assignment of a field is an assignment of privilege and responsibility to a participating body, rather than to any subdivision of that body.

B. Study of Fields

Each regional committee shall devote at least one meeting a year to a consideration of possible home mission fields within the region. These fields shall then be assigned to the participating bodies for study. A complete written report of each study shall be presented to the committee. The body making the study shall have the opportunity to present a request to occupy the field, if it so desires, and a presumption shall be in favor of the body making the study to establish work there.

C. Assignment of Fields

1. Filing Requests

(a) *A participating body may request assignment of a field* by presenting its request in writing to a regularly called meeting of the regional committee. This request shall be filed with the secretary of the committee fifteen days before the regularly called meeting, in order that it may be listed in the official notification of meeting date. The request shall name the field and designate the boundaries of the area.

Requests for assignment of fields not on file with the secretary in time to be included in the official notice of the meeting may be considered at the meeting only by unanimous consent of the committee.

(b) *Action by mail.* When a participating body requires an assignment earlier than the procedures in 1 (a) above permit, the request shall be submitted in writing to the secretary of the committee, who, in turn, shall send written notice to members of the committee that the request has been made. This request shall be granted unless written objection to it is registered with the secretary of the committee within thirty days of mailing of the notice of the request. If objection is registered, action shall be delayed until the next meeting of the regional committee. Requests approved by mail shall be reported at the meeting of the committee following approval, and shall be recorded in the minutes.

2. Basis of Assignment

In the consideration of a request, the single question to be determined by the committee shall be whether an *open* field exists, and if it is determined in the affirmative, the request shall be granted, without reference to the desirability of the field. Approval may be withheld if several fields previously assigned to that body during the same year have neither been occupied nor released.

3. In Case of Doubt

If there be reasonable doubt whether an *open field* exists, the committee shall request such an investigation of the field as is necessary to resolve that doubt.

D. Occupying Assigned Fields

1. Time and Extensions

(a) The body to which a field is assigned shall have one year to occupy that field, and it shall give notice when the field has been occupied. If serious effort has been put forth, but the field is not occupied by the end of the year, the regional committee may grant a specific extension of time. Request for report of progress made on any assigned field may be made by any committee member at any meeting of the committee.

(b) If, after study or preliminary activity in an assigned field, a par-

ticipating body decides not to occupy a field, it shall so inform the regional committee and release it as a possible opening for other participating bodies. When the field is released, pertinent information secured by the body to which it was assigned shall be shared with the regional committee and with any participating body interested in it.

(c) When time allowed on assigned fields has elapsed, assignments shall be considered "released."

2. Regular Occupancy

A field shall be considered *regularly occupied* when regular church school and worship services are held, when a congregation has been organized and a pastor has been secured to serve the congregation. (The pastor may serve this congregation as a part of a multiple parish.)

3. Limited Occupancy

If the body requesting the field occupies it by establishing a branch Sunday School, a preaching station, or with other activity but less than the requirements listed in paragraph (2), it shall be regarded as *limited occupancy* and the body may be asked to report to the regional committee at any regular meeting, concerning the progress of the work and the development of the area in which such limited work is carried on. Such occupancy shall be considered as adequate only so long as the regional committee is satisfied with this limited ministry for the area.

If the regional committee decides that this *limited occupancy* is not adequate, or if another participating body expresses a readiness to enter the field with regular occupancy, the regional committee shall urge the participating body conducting the *limited program* to expand its service to that of regular occupancy. If the body is unable or unwilling to meet the requirements of regular occupancy within a year, assignment for that purpose may be made to another body, following the prescribed procedures for the assignment of fields.

4. Temporary Quarters and Location of Church

In occupying assigned fields, it shall be understood that

(a) *Services in temporary quarters* shall not be held outside the assigned field except by prior approval of the regional committee. This approval may be made by mail vote. The regional committee, however, shall designate the duration of such temporary services outside the area.

(b) *Locating the new church.* When a field is occupied, the church building shall not be located nearer than one-half mile from any of the boundaries, except by prior approval of the regional committee.

5. Anticipation Assignments

If the participating body desires to acquire land for a church site in an undeveloped area, it shall apply for assignment of the field according to the regular procedures. The application in this case shall specifically state that it is for an *anticipation assignment,* and in view of the special nature of the assignment it shall stand for an indefinite time. If the field develops so that, in the opinion of the regional committee, work should be started, the regional committee shall request the participating body to begin work. If, following the request, the body has not started work within a year, assignment may be made to another body, following the regular procedures for the assignment of fields.

E. Considerations in the Assignment of Fields Requested by More Than One Participating Body

When two or more participating bodies request the assignment of the same open field, the committee shall assign the field with the following considerations in mind:

1. Readiness and ability to begin work.
2. Relation of the field to the total church picture.
3. Date of filing of application.
4. Proper spacing of churches.

The following factors bear on the spacing of churches: density of population; density of Lutheran population; total number of unchurched souls; natural barriers, such as rivers, railroad yards, highways, valleys, ravines, etc.; natural gravitation of population; convenience of transportation; ownership or tenancy of homes in community.

F. Relocation

The question of the relocation of a congregation has far-reaching mission implications, because it may vacate a mission field, and usually either occupies an *open* mission field or sets up competitive activity in an occupied field. Therefore, the question of relocation becomes a concern of the regional committee.

1. When relocation is contemplated, request for assignment of the field into which the congregation desires to locate should be made to the regional committee by a committee member representing the participating body to which the congregation belongs. In making its decisions regarding relocation the regional committee shall keep in mind the following considerations:

(a) The larger interests of the Kingdom of God.

(b) The responsibility of the local congregation to the church corporate, which emphasizes the importance of presenting a united front to the community, so that the confidence of the general public in the faith and message of the Lutheran Church may not be undermined.

(c) The responsibility of the congregation to its membership.

(d) The danger of establishing questionable precedents.

(e) The possibility of occupying *open* mission fields.

(f) The possibility of the division of the parish into two or more congregations.

(g) The proper spacing of churches.

2. In considering the matter of relocation, the regional committee shall offer its services to help answer questions such as these:

(a) Is the present community sufficiently served by the Lutheran church?

(b) Has a complete survey of the community been made recently?

(c) Has every reasonable effort been made to present the Gospel to the present community through evangelism and inner missions?

(d) Have the inner mission agencies been consulted as to their interests in the area?

(e) Has the congregation consulted with the mission board of its church body as to the possibility of developing a new type of program?

(f) Should merger with another congregation be considered?

3. In the event the regional committee does not approve the proposed site for relocation, the committee shall put forth every effort, by means of study and counsel, to suggest other locations for consideration of the congregation, also using its influence, if needed, to help secure a desirable site.

VIII. Harmful Overlapping and Duplication of Established Congregations

A. Consideration of means to eliminate duplication of congregational work between already established congregations belonging to different participating bodies of the National Lutheran Council shall be included in the scope of the regional home mission committees, when duplication is of such a nature that it involves an unwise use of manpower, when it seriously handicaps the witness of the Lutheran church in the neighborhood, or when it threatens the life of a congregation.

1. A specific case shall be considered by the regional committee when a request for assistance in dealing with the problem of duplication is presented in writing by one or more district, conference, or synodical presidents, whose congregations are involved, and permission has been granted by the presidents of the other bodies involved.

2. When requests are properly filed with the regional committee, the committee shall appoint a study committee, made up of members of the regional committee, representing participating bodies not directly involved in the case at issue, and a staff member of the Division of American Missions. This committee shall seek to ascertain if *harmful duplication,* as defined in paragraph A, exists. If the committee determines that such duplication exists, it shall recommend solution.

B. If the study committee reports that harmful duplication exists, and the regional committee concurs in the report of the study committee, the regional committee shall forward a copy of its findings and recommendations to the several synodical, conference, or district presidents involved, with the request that those presidents call a joint meeting of the congregations involved to consider the findings and recommendations.

IX. Appeal

If a participating body is not satisfied with a decision of a regional committee, it shall indicate this dissatisfaction by filing written notice of dissatisfaction with the secretary of the regional committee, stating reasons for the dissatisfaction, and request review and reconsideration of the matter. When such notice is received, the secretary shall inform the committee of such notice, and the officers of the committee shall investigate the basis for the dissatisfaction, and shall recommend an amicable solution to the next regular meeting of the regional committee, or to a special meeting called for reconsideration of the assignment if, in order to avoid delay, a special meeting is requested by the body registering the dissatisfaction. If notice of dissatisfaction is received, no work shall be undertaken on the field in question, except investigation and survey, until the matter has been reviewed.

If, after review and reconsideration, the regional committee is not able to come to a satisfactory decision it may refer the matter in question to the Division of American Missions, or the participating body may appeal the decision to the Division of American Missions for adjudication.

As approved by the National Lutheran Council, February 1954.

PARTICIPATING BODIES
in the
National Lutheran Council

American Evangelical Lutheran Church
American Lutheran Church
Augustana Lutheran Church
Evangelical Lutheran Church
Lutheran Free Church
Suomi Synod
United Evangelical Lutheran Church
United Lutheran Church in America

For further information concerning Regional Home Missions Committees write to:

NATIONAL LUTHERAN COUNCIL
Division of American Missions
327 South LaSalle St.
Chicago 4, Illinois

CONSTITUTION AND BY-LAWS

for

CONGREGATIONS

OF THE AMERICAN LUTHERAN CHURCH

✠

Foreword

The following draft of a Constitution and By-Laws, approved by the American Lutheran Church at its 1952 convention, has been prepared to serve as a guide and help in the making of a Constitution and By-Laws for a congregation.

It is suggested that since the rules of incorporation may vary in the several states, the Model Constitution be submitted to the incorporating attorney for an opinion before adoption by the congregation.

PRINTED IN U.S.A.

The Wartburg Press, Columbus, Ohio

Preamble

In the name of the Father, and of the Son, and of the Holy Ghost. Amen. We, the undersigned members of the Lutheran Church of ...., sensible of our spiritual needs, and mindful of our Christian duties, in Jesus' name, and with the hope of His blessing, adopt the following constitution:

CONSTITUTION

Article 1

Name and Incorporation

1. The name and title of this congregation shall be:

..... of .....

(Name) (Place)

2. This congregation shall be incorporated in its own name, as a corporation not for profit, under the laws of the State of .....

Article 2

Confession of Faith

1. This congregation accepts the Canonical Books of the Old and New Testaments as the inspired Word of God and the only infallible authority in all matters of faith and life.

The Church believes that the Canonical Books of the Old and the New Testament in their original texts are, as a whole and in all their parts, the inspired and inerrant Word of God,

and accepts these Books in the now generally recognized texts as substantially identical with the original texts and as the only inspired and inerrant authority, source, guide and norm, in all matters of faith and life. (Official interpretation)

2. This congregation also accepts each and all of the Symbolical Books of the Lutheran Church as the true exposition and presentation of the faith once for all delivered unto the saints, to-wit: The three Ecumenical Creeds, viz: The Apostles', the Nicene, and the Athanasian Creeds; the Unaltered Augsburg Confession and its Apology; the Smalcald Articles; the Large and Small Catechisms of Luther; and the Formula of Concord.

3. This congregation regards unity in doctrine and practice the necessary prerequisite for church fellowship, and therefore adheres to the rule, "Lutheran pulpits for Lutheran pastors only, and Lutheran altars for Lutheran communicants only," and rejects unionism in all its forms.

4. This congregation is earnestly opposed to all organizations or societies, secret or open, which, without confessing faith in the Triune God and in Jesus Christ as the eternal Son of the eternal God, incarnate in order to be our only Savior from sin, are avowedly religious or practise forms of religion, teaching salvation by works. It declares such organizations and societies to be anti-christian and rejects any fellowship with them.

The American Lutheran Church at its 1934 convention declared: a) that the testimony against the lodge dare never cease in our congregations; b) that the treatment of individual lodge members is a matter of "Seelsorge" (pastoral care).

Article 3

Object

The object and purpose of this congregation shall be to glorify God and to help in the extension of His kingdom among men for their salvation by promoting and disseminating the Christian religion as expressed in the doctrine and practice of the American Lutheran Church.

Article 4

Synodical Connection

For the better attainment of its object and purpose this congregation and its pastor shall hold membership in the .... District of the American Lutheran Church. Should the congregation at any time see fit to sever this connection, this shall be effected in an orderly and Christian manner as follows: A two-thirds (2/3) majority vote of all voting members present at a regularly called meeting shall be required to dissolve such synodical connection, the action to take effect, however, only after the president of the .... District of the American Lutheran Church has been notified at least 90 days in advance of the meeting and at a subsequent meeting the congregation has ratified the previous action by a two-thirds (2/3) majority vote.

Article 5

Power of the Congregation

1. In all matters of Christian faith and life the Word of God is the highest authority.

2. In all matters left undecided in Holy Writ and not subject to civil laws the congregation itself, and not any individual or group within it, shall have the right of ultimate decision.

3. All schools, societies, and other organizations within the church must be organized with the consent of the congregation and operate under its control.

Article 6

Membership

1. All baptized children in this congregation and all children baptized by the pastor in this community shall be BAPTIZED MEMBERS of the congregation.

2. All adults and children who have been baptized in the name of the Triune God, who have been received into this congregation by confirmation, baptism of adults, profession of faith, vote of the congregation, or otherwise; who by God's grace strive to remain true to their baptismal covenant and therefore make diligent use of the means of grace; who lead a Christian life; who submit to this constitution and support the congregation with their means and talents, shall be COMMUNICANT MEMBERS of this congregation.

3. All communicant members not less than ..... years of age who have signed this constitution shall be VOTING MEMBERS of this congregation, entitled to active participation in all congregational meetings and to vote in all elections.

Article 7

The Church Council

1. The pastor and the duly elected officers of the congregation shall constitute its church council.

2. The duties of the church council shall be: to counsel and assist the pastor in the spiritual oversight of the congregation, to see that all the rules and regulations of the congregation are rightly executed, and that discipline is properly exercised in all cases where offense arises within the congregation.

3. A majority of the members of the church council shall constitute a quorum at its meetings.

Article 8

Indoctrination of Children

As Lutheran Christians we recognize it our duty to rear our children in the nurture and admonition of the Lord and to have them carefully and conscientiously instructed in the articles of our holy Christian faith.

In order that the children may be adequately taught in the faith of the church and trained in the fear of God, thorough instruction to prepare them for their confirmation shall be given by the pastor with all diligence and faithfulness.

Article 9

The Pastor

1. The congregation alone shall have the power to call its pastor. Before doing so, the officers of the congregation shall seek the advice and help of the president of the ..... District of the American Lutheran Church.

2. Only such a pastor shall be called as is or will become a member in good standing of the American Lutheran Church.

3. The pastor of this congregation must preach and teach purely Lutheran doctrine, which is in full accord with the Word of God, the Symbolical Books of the Lutheran Church, and the principles set forth in this constitution.

mended systems of the American Lutheran Church, such as Every Member Canvass, Envelopes, Proportionate Giving, etc.

b) All monies so collected shall be used for the purpose for which they have been gathered.

Section 9

Church Discipline

a) Members who live in open sin shall be disciplined according to Matthew 18.

b) Open and impenitent transgressors, who are expelled from the congregation, lose all rights and privileges of a member except that of hearing the Word of God.

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